

Sales Management

THE MAGAZINE OF MARKETING



FIFTY CENTS

AUGUST • 15 • 1953



In the private office . . .

in the conference room . . .



Turning prospects into buyers is easier

WITH A PROFESSIONALLY PREPARED STORY ON FILM

You can't take a big piece of equipment into an office for a demonstration. But, if you'll pick up the phone and ask for a Jam Handy representative—he'll show you how you can put the biggest objects made by man into live motion pictures and demonstrate their most effective performance and any construction details *better than they can be seen in any other way.*

Say, "Look—here's what we want to do. Help us

work it out." And that's what we will do. You can count on Jam Handy professionals—able, full-time technicians—to take your toughest assignments and come up with highly effective selling tools.

When you get our help, there's *one* explanation of objectives, *one* responsibility, *one* accounting . . . *one* reasonable price. You'll like the way we work.

Reach for the phone and ask about this help.

The JAM HANDY Organization

"SEE JAM HANDY" FOR
"ONE-STOP SERVICE" ON
THESE PROVED SALES TOOLS

Convention Plans
Motion Pictures
Meetings Packages
Television Commercials
Demonstration Devices
Screen Advertising
Slides

Animated Cartoons
Training Manuals
Slidefilms
Pictorial Booklets
Transparencies
Slides
Film Distribution

Turnover Charts
Meeting Guides
Tape Recordings
Disc Recordings
Promotion Pieces
Poster Charts
Banners

Training Devices
Quiz Materials
Speech Coaching
Pageants
Stage Presentations
Portable Stages
Meeting Equipment

Projection Service
Film Productions in Color
Field Surveys
Convention Supervision

OFFICES { NEW YORK 10 1775 Broadway • DAYTON 2 310 Talbot Bldg. • DETROIT 11 2821 E. Grand Blvd. • PITTSBURGH 22 930-932 Penn Ave. • CHICAGO 1 238 North Michigan Ave. • HOLLYWOOD 29 5746 Sunset Blvd.

IN NEW YORK IT TAKES

... and only the Journal-American delivers this complete sales package

all 3

1

SALES CONTROL OF THE NEW YORK MARKET



THIS is New York ... a hundred different markets in one, a huge complex pattern of sales areas.

One basic requisite for the success of any sales operation in New York is thorough knowledge of the market. Block by block, the Journal-American's Sales Control Manual provides you with the necessary localized working data that lead to volume sales.

Part one ... desk top Sales Control is by far the most valuable guide to sales planning in the New York area.

2

POINT-OF-PURCHASE MERCHANDISING



TODAY your product must get as much dealer cooperation as possible. In the Journal-American, your campaign can be backed by a heavy barrage of P-O-P merchandising.

A fully trained staff of field men will build displays and secure valuable shelf positions for your product; interest non-stocking retailers; report on brand popularity, dealer attitudes and other helpful information.

Part two ... Journal-American P-O-P merchandising backs your entire consumer advertising effort.

3

LARGEST HOME-GOING CIRCULATION



THE trends to self-service and automatic shopping demand that you pre-sell more families with consistent advertising.

In New York, the Journal-American reaches far more families than the two other home-going papers ... 123,000 more than the second; 265,000 more than the third.

Take advantage of this powerful program for sales! The combination of Journal-American circulation leadership and a sound merchandising program gives you New York's only complete, most successful sales package.

Journal American

NEW YORK
AN AMERICAN DAILY FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

AUGUST 15, 1953



NEW FACTS

about an old hand
at producing
sales-action!

Looking for new customers? Want to step up sales leads? Interested in speeding up buying action? Seeking additional markets? Jobs like these call for N.E.D.'s proved ability to produce results.

Just off the press is a new brochure that graphically explains... how N.E.D. can effectively help you stimulate sales among 200,000 buying influences in more than 41,500 industrial plants of all types... why N.E.D. now is delivering more high quality sales leads per dollar of advertising than ever before.

In this latest file of N.E.D. facts is up-to-date information on... how N.E.D. keeps abreast of constant changes and continued growth among all industries... who reads N.E.D. and why... analysis of plants and markets reached by N.E.D.... reader response and factual reports on buying action from N.E.D. sales leads... and much other data to help you evaluate the job N.E.D. can do for you in the hard selling days ahead.

If you haven't yet received this new informative brochure, request a copy today.

- 68,498 COPIES (Total Distribution)
- 200,000 READERS
- in 41,561 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio



NEW EQUIPMENT DIGEST

Sales Management

CONTENTS, AUGUST 15, 1953

ADVERTISING

ROP Color: It Can Help to Cut Your Advertising Costs

How big is newspaper color today? Where can you buy it? How much does it cost? Who's using it and with what degree of success? These and a dozen other important questions about ROP Color are answered in this big wrap-up.

By Lawrence M. Hughes, Special Feature Editor..... 73

Tell 'em What's New And Capitalize

Executives do read company news letters that offer helpful business information. It's an intelligent way to promote (1) your industry, and (2) your company.....

124

ATOMIC ENERGY

400 Firms Eye Atomic Energy For Commercial Sale

A growing number of private businessmen are beating a path to the Atomic Energy Commission's Office of Industrial Development. Reason: to get in on the ground floor of what is destined to be a gigantic new profit-making industry.

By Jerome Shoenfeld, Washington Editor..... 60

CONTESTS

Todd Shot for 40% Increase, Contest Zoomed It to 167%

And three months later sales are still climbing on checkwriting machines. Here is how to build excitement and success into a contest on an established line.....

118

DISTRIBUTOR RELATIONS

Top-Notch Distributor Operation: What Makes It?

Congoleum-Nairn develops a soup-to-nuts program for efficient management at the distributor level. Objectives: maximum profit for manufacturer and wholesaler alike, maximum capitalization of market potentials in each area.

By Douglass L. Mann, General Sales Manager, Congoleum-Nairn, Inc.....

30

GENERAL MANAGEMENT

How to Think and Act Like an Executive

Executive Operations Technique is the name for management training at Williamson-Dickie. It helps to put an "old head" on a junior manager much faster than before, and to make "old heads" more consistently successful operators.

By C. D. Williamson, President and General Manager, Williamson-Dickie Manufacturing Co.....

24

SALES MANAGEMENT

MARKETS

The Manager's a Key Man In the Variety Store Market

You must reach him, you must sell him. You must find a way to get adequate counter display. Here's where advertising in the merchandising papers can be indispensable.

By James C. Cumming, Vice-President, Anderson & Cairns, Inc. 112

Our Dieting Millions: They're Playing Hob with the Food Industry

Part II (of three parts):

America's white-hot interest in diets—largely diets to reduce—is bringing about upheaval in many industries. Breads and cereals, sugar, soft drinks, and milk are being strongly affected. Herewith a look at what's happening.

By Etna M. Kelley. 36

State Sales, 1952 Seven Major Store Groups

A study of 225 Metropolitan County Areas. 52

PRODUCTS DEMONSTRATION

See This Demonstrator? It Sells Hot Air

No, Sales Management's editors are not trying to stick you. The product is an electric hand dryer, and it's sold for use in institution and industrial washrooms. The demonstrator is so effective company salesmen "feel naked" without it.

By Theodore R. Ruwitch, Vice-President and Sales Manager, National Dryer Corp. 106

PRODUCT DESIGN

This Table Was Born In a Hospital Room

Out of the pain of a Canadian machinist has come a brand new business catering to comfort. But the first steps in marketing were as nerve-wracking as the cause of the table design.

By Fred Bell. 56

PUBLIC RELATIONS

No Eyes to See

Why Westinghouse supplies appliances for the blind. 28

SALES PROMOTION

Factory Pickup Plan Finds Buyers for Coast Automen

"Save on the current price reduction. Save the freight on a new car. And have a vacation to boot." That appeal, energetically promoted, paid off for Messrs. Gasser and Smith. 128

SELLING TO INDUSTRY

Wanted: More Creative Selling For Products Sold to Industry

Part I (of Five Parts): Better Selling Begins with Top Management.

By Alan E. Turner, Late President, Amercoat Corp., (in collaboration with A. R. Hahn, Managing Editor). 46

DEPARTMENTS AND SERVICES

Advertisers' Index	135	Sales Manager's Bird Cage	134
Comment	15	Sales Trends (Industrial)	129
Human Side	8	Scratch Pad	136
Marketing Pictographs	65	They're in the News	26
Trends	21		

10,384 Advertisers

38,942 Advertisements

Thomas Register for 1953 went to press with this record.

● 93.4% renewal by the 9,956 advertisers in the 1952 Edition, coupled with hundreds of unsought testimonials attest to profitable T. R. advertising for diversified U. S. Industry.

Thomas Register produces Sales Leads, not mere inquiries. T. R. is not read for editorial content — it is consulted When Buying is Contemplated.

The Only Paid Circulation
in the field —
ABC 96% Paid

THOMAS REGISTER

461 EIGHTH AVENUE — NEW YORK 1, N. Y.



Complex Sales Information made simple with **PERRYGRAF**

*Slide-
Charts*



Complex sales information, statistics, price information, engineering data can be combined into one compact simple and easy to read time-saving PERRYGRAF Slide Chart. By pulling a slide or turning a disc wanted information is available immediately. PERRYGRAF Slide Charts are informative... they make products easy to buy... easy to use.

These practical sales aids create worthwhile prospects... write for a copy of descriptive booklet that illustrates and describes how hundreds of other companies have used these business-getters to advantage.



Designers and Manufacturers
PERRYGRAF CORP., 1502 W. Madison Avenue, Maywood, Illinois
Representatives in Principal Cities



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward,
Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mezerik
CONSULTING ECONOMIST.....Peter B. B. Andrews
COPY EDITOR.....Gladys Mandell
PRODUCTION MANAGER.....Mary Camp
ASST. PRODUCTION MANAGERS
Aileen Weisburgh, Florence Baldassarre
EDIT. ASSISTANT.....Judith Recht
READERS' SERVICE BUREAU.....H. M. Howard

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
SALES PROM. MGR.....Christopher Anderson
ASST. PROM. MGR.....Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N.Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Read, W. E.
Dunsby, Wm. McClenaghan, Randy Brown,
Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE-PRESIDENTS.....C. E. Lovejoy, Jr.,
Merril V. Read, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Copyright August 15, 1953 by Sales Management, Inc.

Member



August 15, 1953 Volume 71 No. 4



A very fine way! Because there are any number of territorial sales meetings at which a sound slidefilm can fill in *for you*. It's the next best thing to your personal presence.

For example, a sound slidefilm will tell and show your salesmen and dealers how to get more display space . . . how to develop local promotions . . . how to use selling time to best advantage. And many other programs you now handle personally.

A sound slidefilm is made up of the film strip or visual part and the recording or audio part. Your producer is the man who blends these two into a unified, effective tool for communicating your ideas. He'll certainly specify recordings made by RCA Victor, because he knows from experience that RCA Victor delivers the clearest, crispest sound attainable in slidefilm recordings.

Drop a line to any one of our offices for full

details on RCA Victor slidefilm recordings and for a list of sound slidefilm producers in your area.

630 Fifth Ave., New York 20, N. Y.—Dept. S-80
JUDSON 2-5011

445 N. Lake Shore Dr., Chicago 11, Ill.—Dept. S-80
WHITEHALL 4-3215

1016 N. Sycamore Ave., Hollywood 38, Cal.—Dept.
S-80—HOLLYWOOD 4-5171



-NBC IS AMERICA

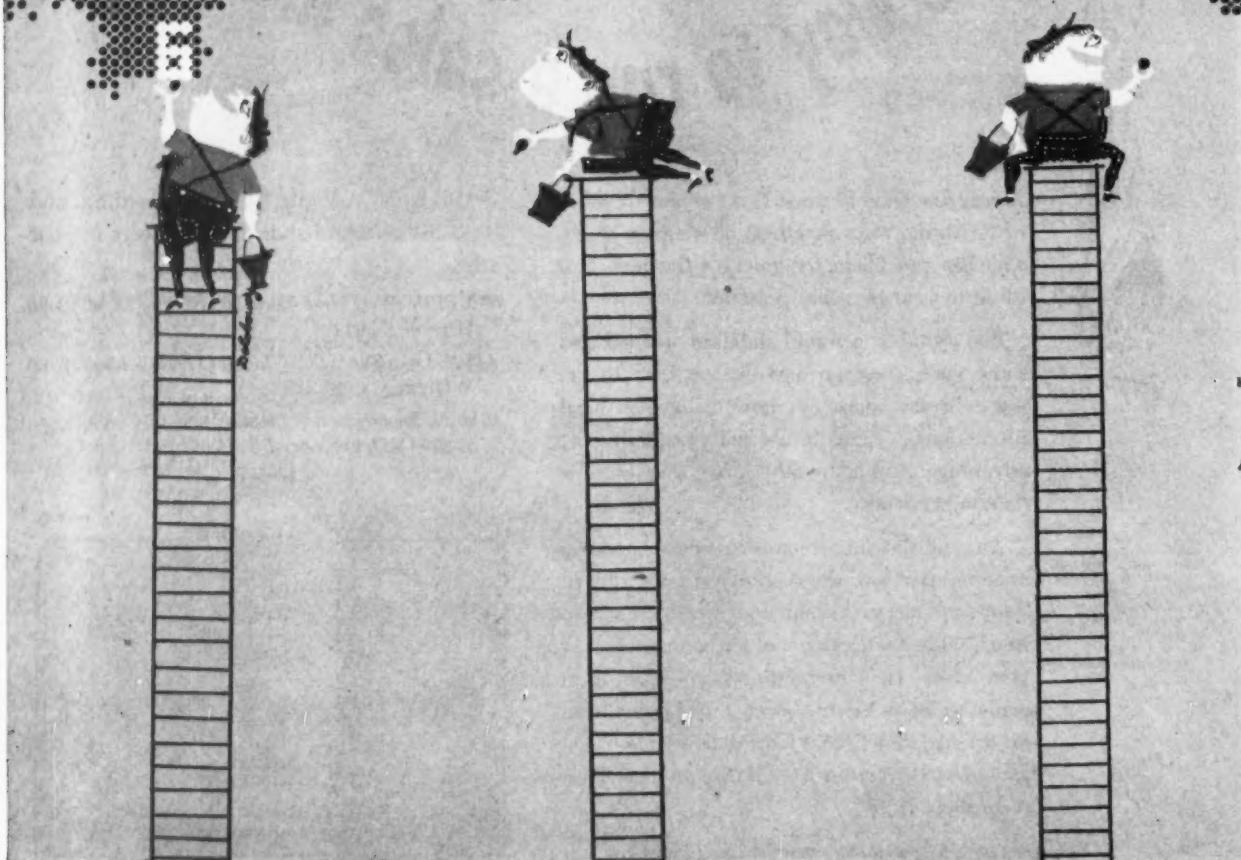
1.NETWORK COVERAGE

2.HOMES DELIVERED

3.TOP PROGRAMS

4.ADVERTISER ACCEPTANCE

5.BIGGER AUDIENCE LEAD



5 NO. 1 NETWORK—



NBC'S TV AUDIENCE LEAD OVER SECOND NETWORK CONTINUES TO INCREASE

From the beginning of network television, NBC has consistently led all networks in audience delivered for advertisers.

That lead is increasing.

In 1952 the average NBC program—day and night—reached 919,000 more homes than the second network. In 1953 NBC's average program has increased its lead to 1,312,000 more than the second network—an increase of 393,000 homes.

HOMES REACHED BY AVERAGE PROGRAM	1952	1953
NBC	3,640,000	5,037,000
NETWORK NO. 2	2,721,000	3,725,000

An ever-expanding audience lead is another important reason why
NBC is America's No. 1 Network.

Soon . . . further proof.

NBC's Audience Advantage is to Your Advantage . . . Use It.



a service of Radio Corporation of America

SOURCES: *Nielsen Television Index, January-April, 1952 and 1953, Average Sponsored Program.
Average per-minute audience for both years.
(Nielsen six minute audience not available in 1952.)*

NOTE: *The accuracy of the above data has been verified by the A. C. Nielsen Company.*

How to make \$10,000,000 in sales in 8 months

In eight months, Morton Brothers, Long Island builders, sold 1,224 homes . . . well over \$10,000,000 in sales.

One of every four of those sales came from advertising in *The New York Times*, says Peter J. McKenna, vice president of William von Zehle and Company, Morton Brothers' advertising agency.

"Of the first 1,224 sales," says Mr. McKenna, "734 were credited to newspapers, 448 were the result of recommendations, and the balance came from various other sources.

"Three hundred and thirty-six homes were bought by New York Times readers . . . outproducing by over 300% the newspaper with the next most impressive record."

"Here is incontestable evidence of the formula for successful home selling: promote an outstanding value with outstanding advertising in the columns of an outstanding newspaper."

And it's exactly that formula that makes record sales for advertisers of hundreds of other products and services. Because *The New York Times* reaches and sells hundreds of thousands of bigger-buying families, advertisers make bigger sales, and profits, in *The New York Times*.

That's why they have made *The New York Times* first in advertising in the world's first market for 34 consecutive years.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO



WANT A PRETTY DAY? . . . want a good soaking rain? Here at headquarters of National Weather Institute they don't make weather but they'll tell you what to expect.

The Human Side

Tailor-Made Weather

The venerable company which will act as a banker of sorts, sing you a happy birthday, smooth things over with flowers and now—will also keep you posted on the weather for next week, next month or six months ahead. For Western Union is acting as sales agent for the private weather forecasting services of National Weather Institute of Los Angeles. Some of its clients: General Electric, Atlas Chemical Corp., Anderson, Clayton & Co., Ethyl Corp., The Jantzen Co. and Airtemp Division of Chrysler Motors.

If you think W.U.'s usurping someone else's prerogatives by going into the weather game, you're obviously not aware that in 1869 the company issued what was either the first or the second (the company rather thinks it was first but doesn't want to go out on a wire) weather map published. And, as a spokesman said, W.U. has always had a weather service informing people, for a fee, of the U.S. Weather Bureau's findings. This new service, however, is a tailor-made thing. It is used by companies, big and small, businessmen and farmers whose income is sharply conditioned by weather.

Back in November, 1949, Western Union—looking for auxiliary services as part of its diversification program—got interested in National Weather Institute. An advertisement by the weather forecasters in a business publication flagged the attention of a W.U. executive. Before taking on National Weather Institute, W.U. ran a sales test in Texas and spent two previous years checking National Weather's accuracy record. The Texas test was a bonanza. For Western Union discovered that weather seems to affect almost everyone: The grower must know how long his season will be; the ginner wants to know how large a crop he should plan for. The retailer of diesel oil doesn't want to be



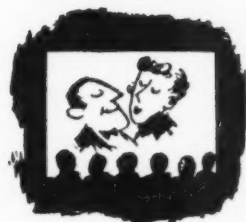
mighty interesting^y and profitable
reading

Many a businessman burns the midnight oil when his favorite business paper comes along. Successful restaurant operators are no exception. It takes a fresh source of usable ideas, menus, methods for improving service and cutting costs to meet and beat competition.

That's where RESTAURANT MANAGEMENT comes in! Many thousands of restaurant executives have made it a profitable point to study its pages each month since 1918.

Advertisers have found its pages profitable, too!

an Ahrens' service



"America Eats Out"—a 16 mm sound film produced in full color is available for sales personnel, advertising agencies and other group meetings. This documentary outline of the 15 billion dollar food service industry, dramatically portrays America's eating-out habits and offers sound sales and merchandising plans for

selling to the restaurant field.

This film was jointly produced by the National Restaurant Association, Restaurant Management and American Restaurant magazines. Copies of the film are available for showing.

Write today.

AHRENS PUBLISHING COMPANY, INC. publishers of

71 Vanderbilt Ave., New York 17, New York
201 No. Wells St., Chicago, Ill.

Restaurant Management, Hotel Management,
Restaurant Equipment Dealer, Hotel World Review,
Travel America Guide, Frozen Food Age.

IT TAKES ILLINOIS'
2nd LARGEST EVENING NEWSPAPER
 (Chicago excluded)
The DAILY PANTAGRAPH



Illinois' 7th largest market outside Chicago is now more important to your schedule than ever. For the first time, S. M.'s Survey Of Buying Power designates the rich Bloomington market as a Standard Metropolitan County Area.* Sell this great potential with the only media offering complete coverage!

* Copyright 1953—Sales Management "Survey of Buying Power"
The Pantagraph
 BLOOMINGTON, ILLINOIS
 Central Illinois Home Newspaper Since 1846
 Represented by Gilman, Nicoll & Ruthman

Don't Miss . . .



This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available. (Sept. 1 issue)

You'll find the answer to many of your own questions. What your own program should be . . . What other companies do . . . How much they spend . . . What they give.

caught short in an emergency; the agency selling farm implements can go broke overstocking in case of a poor season. The banks which hold the farmer's mortgage know how much weather means, to them and to the farmers. The insecticide people, the irrigation people, the department store which counts on the farmer's patronage—all will feel the weather in that sensitive area of the pocketbook.

One Texas farmer told the Western Union representative that if his weather report could hold out a promise of rain within three or four days it often meant he, in turn, could hold off irrigating his land at a saving of \$1.00 an acre. On a big Texas ranch that means real money.

So, after Texas W.U. enlarged its sales test to a 26-state area, again the test proved successful and on the first day of 1953 the company went national as sales agents for National Weather.

In addition to a long-range, or six-month forecast, W.U. can provide a short-range summary. This comes to the subscriber twice weekly by night letter. And in case of a sudden change in weather subscribers get special warning telegrams. Consequently complaints are few—especially since, according to W.U., National Weather's error percentage for long-range forecasts is only about 15%. Nor does Western Union consider itself in competition with the U.S. Weather Bureau. National Weather gives custom weather reports, tailored to the subscriber's need—a service which the U.S. Weather Bureau makes no attempt to duplicate.

Advertising charts, supplied to subscribers and used by them as promotion, give weather forecasts a month in advance, with temperature and precipitation data for the entire U.S. These charts, in three colors, are broken down into 38 weather zones. Regional charts also are available.

Where does National Weather get its data? From ships at sea and thousands of land stations; from radio-equipped balloons which furnish information on wind direction and velocity, temperatures, pressures, humidities and other technical data from altitudes about 100,000 feet.

The war gave the science of weather forecasting a tremendous impetus. Where the lives of millions often hung on weather it was vital to get the most accurate possible information as fast as possible. National Weather Institute, which makes uses of all the Buck Rogers inventions—or so they seem to the layman—developed during the war for accurate forecasting, can trace weather as far as its birth.

Storms or low- and high-pressure centers travel eastward across the Pacific in about six days; across the U.S. in another five. Consequently trained meteorologists are able to watch a storm, born off the China Coast, and chart its progress and behavior all the way to England and beyond, if necessary. And the company has a file of weather dating back 50 years. Since weather does follow patterns, such a file provides data for scientific studies.

Department stores, today, base their sales operations partly on weather. It would do Gimbel's, for instance, no good to promote screen doors in January. And it would also do the store no sales good to find itself with no umbrellas during a wet season. Bakeries are almost completely victims or beneficiaries of the weather. People don't like to buy cream puffs and similar delicacies during hot weather. And so it goes. Every business seems to be affected by weather.

If it sounds technical it also seems to be—as is attested by the raft of grateful letters W.U. has from important companies—successful. Mark Twain would have to amend his words. No one can do anything about the weather, *per se*, but the next best thing is to be prepared for what's coming.

EXPANDING MARKETS CALL FOR MORE



Capital

Capital Airlines has become a vital transportation facility because for 26 years its primary interest has always been the development of volume inter-city business.

Better, faster, more flexible service is Capital's pledge toward continued regional development. It goes without saying — expanding markets call for more Capital.



Capital

AIRLINES

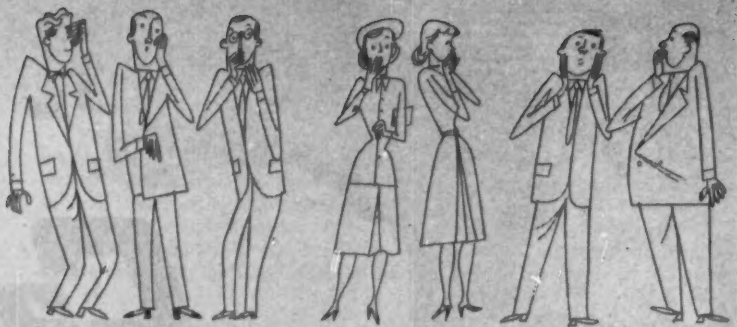
Over 500 flights daily serving the Heart of Industrial America

General Offices: Washington 1, D.C.

AUGUST 15, 1953

11

Remember when *Monosodium Glutamate* was a horrid word?



NOT MANY YEARS AGO monosodium glutamate was the ugly duckling of the food processing industry. Its name lacked sales appeal. Just plain homely. Its reputation wasn't too well established either. The government even called it artificial flavoring and seasoning. Though food processors were becoming aware of its value in enhancing and holding natural food flavors, they were reluctant to put it on their labels. Consumers shied away. Remember? It was a horrid word. Now, only a few years later, this large Ac'cent plant at San Jose, California, has been expanded for the second time to keep up with the demand for monosodium glutamate.

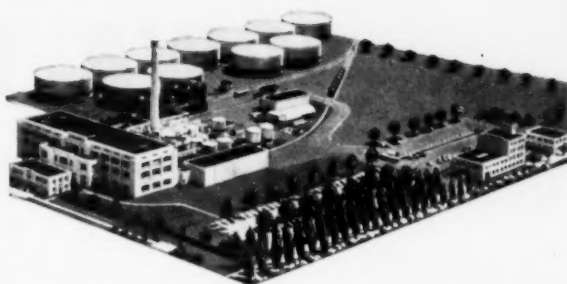
Well, what happened? What changed the buying habits of millions of housewives? What made it possible for food processors to put out better tasting products and thus win more customers, more *repeat sales*?

A few years ago, 1947 to be exact, Ac'cent launched an educational campaign. It was the first serious attempt to tell producers and consumers about the benefits and value of monosodium glutamate. It is a continuing program... the most extensive to date. It has been so successful and so effective that consumers now not only accept monosodium glutamate on labels, they *look for it*!

Like the housewives' attitude, the government view changed, too. It was influenced partly by the Ac'cent educational campaign and partly by our research work which has greatly extended knowledge of this remarkable food product.

Ac'cent has carried on research since 1946 on almost every phase of monosodium glutamate—new uses, practical application methods, uniformity of crystals. Most of the information that exists has been developed by Ac'cent, whose sole job is the making of pure monosodium glutamate. As a result, no other manufacturer of monosodium glutamate has such a vast and complete store of scientific information on the subject—much of it unpublished.

No other manufacturer of monosodium glutamate has the invaluable technical service that Ac'cent



World's Largest Plant Producing Monosodium Glutamate Exclusively. San Jose, California

can make available to you. Our 75-man research and development staff is ready to help you immediately with specific solutions to your specific problems, even to the point of designing new machines. This service, of course, is yours for the asking—one of the extras you get with Ac'cent's always dependable crystals, the most standard and uniform in the industry.

Many of the leaders in the food industry already have used our facilities. In fact, a list of our customers would read like a Who's Who of the food processing industry. And an important thing to remember is that many of them are becoming leaders after consulting and working with Ac'cent technical service people.

To meet their growing needs, our customers are assured of a steady supply of monosodium glutamate—for Ac'cent, the world's largest producer of pure monosodium glutamate, has convenient warehouse stocks located in every key market. The expanded capacity of our plant at San Jose is further insurance against a possible supply shortage.

The next time you order monosodium glutamate, specify Ac'cent. You get so much more when you do.

NORTHEASTERN AREA
61 Broadway
New York 6, N.Y.

MIDWESTERN AREA
318 W. Washington Blvd.
Chicago, Illinois

WESTERN AREA
214 Front Street
San Francisco, California

SOUTHEASTERN AREA
480 Melville Avenue, S.W.
Atlanta, Georgia

EAST-CENTRAL AREA
90 Hamlin Avenue
East Aurora, New York

SOUTHWESTERN AREA
6339 Royal Lane
Dallas, Texas

MID-CENTRAL AREA
318 W. Washington Blvd.
Chicago, Illinois

EASTERN AREA
c/o P. T. Mackie & Company
31 South Calvert St.
Baltimore 2, Maryland



Ac'cent[®]
PURE MONOSODIUM GLUTAMATE
...makes good food taste better!



AMINO PRODUCTS Division of International Minerals & Chemical Corporation, 20 North Wacker Drive, Chicago 6, Illinois

IOWA PEOPLE

Work-Play-Live

BY RADIO!



Iowa Radio Users Spend More Than Twice As Much Time With Radio As With All Other Media Combined!

Ever wonder what women do, all day long? Well, we know so far as Iowa radio users are concerned—information gathered from thousands of diaries kept for the 1952 Iowa Radio-Television Audience Survey. Here it is:

WEEKDAY	WOMEN (Over 18)
Using the radio	5.75 HOURS
Watching television	1.56
Reading daily newspaper	0.49
Reading weekly newspaper	0.08
Reading a magazine	0.39
Working in the home	6.06
All other (eating, etc.)	3.35
Total, at Home and Awake*	12.90

*Above figures are for in-home listening only—do not include hours spent listening to car radios, etc. Column does not add to this "Total home" figure because of multiple-activity by some individuals.

Please note that Iowa women spend more time with radio than with any other single activity except working.

Iowa people spend more time with WHO than with any other Iowa station. Write for your copy of the Survey, today. You'll find it invaluable.

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

SALES MANAGEMENT

COMMENT

Who's to Blame for Poor Salesmanship?

When a poor salesman walks out of a purchasing agent's office the p. a. is less likely to blame the salesman than he is to blame the man's boss, the sales executive. A salesman's failure to demonstrate and apply knowledge of the product, and of his prospect, appears to be regarded by purchasing agents as a failure in sales selection, training and supervision.

"Do you believe," *Purchasing* asked 1,000 readers, "that the popular expression 'Salesmen have forgotten how to sell' is a fair statement?"

Readers obviously hold strong opinions on the subject because *Purchasing* received quick responses from 480 of them. Their answers, published in the August issue, reveal remarkably divided opinion.

Fifty-eight percent of the 480 respondents think that the salesmen who call on them have "forgotten how to sell." But a strong minority of 42% stand up for the high caliber of salesmen to whom they are exposed.

"There are entirely too many sales executives," bluntly states the p. a. for a large foundry, "and not enough down-to-earth fundamental salesmen who know how to meet their customers, have something constructive to offer and render a service."

Another buyer places the blame on the poor sales-buying relationship with these comments: "Salesmen have been encouraged to concentrate on personal contact and leave all other problems to the home office. In a competitive era they will have to know more about their product, its cost and its practical application to the buyer's use."

From the purchasing agents' point of view, sales executives could well devote more time to giving salesmen more knowledge of product, and training in ways to present that information in terms of prospective user benefits.

In answer to *Purchasing's* question, "Would you say, generally, that there has been any noticeable change in the quality of industrial salesmanship to which you have been exposed?" the respondents reported: 25% believe it is now better; 67% detected no change; and 8% think it is poorer.

Competition is increasing for the purchasing agent's time. Seventy-one percent report that there has been a noticeable increase in the number of salesmen calling on them in 1953. Are they using their call time wisely?

Fifty percent of calls made to date in 1953 by salesmen are classified as "merely routine" by 58% of the respondents.

The dilemma of the purchasing agent—and of the sales executive—is pointed up by this p. a.'s comment: "New salesmen of seemingly higher quality are making introductory calls, while the new salesmen of seemingly lower quality are really trying to sell a product but they seem to lack training or experience."

is
your
advertising
in a
rut?



GIVE your advertising more power! Get it out of the rut with Switzer DAY-GLO® Daylight Fluorescent Colors. They're up to four times as bright and visible four times as far as the brightest of ordinary colors.

There are licensed Switzer DAY-GLO craftsmen near you, eager to show you how to use "The Brightest Colors in the World"—make all your advertising look better and work harder for you. May we put you in touch with each other?

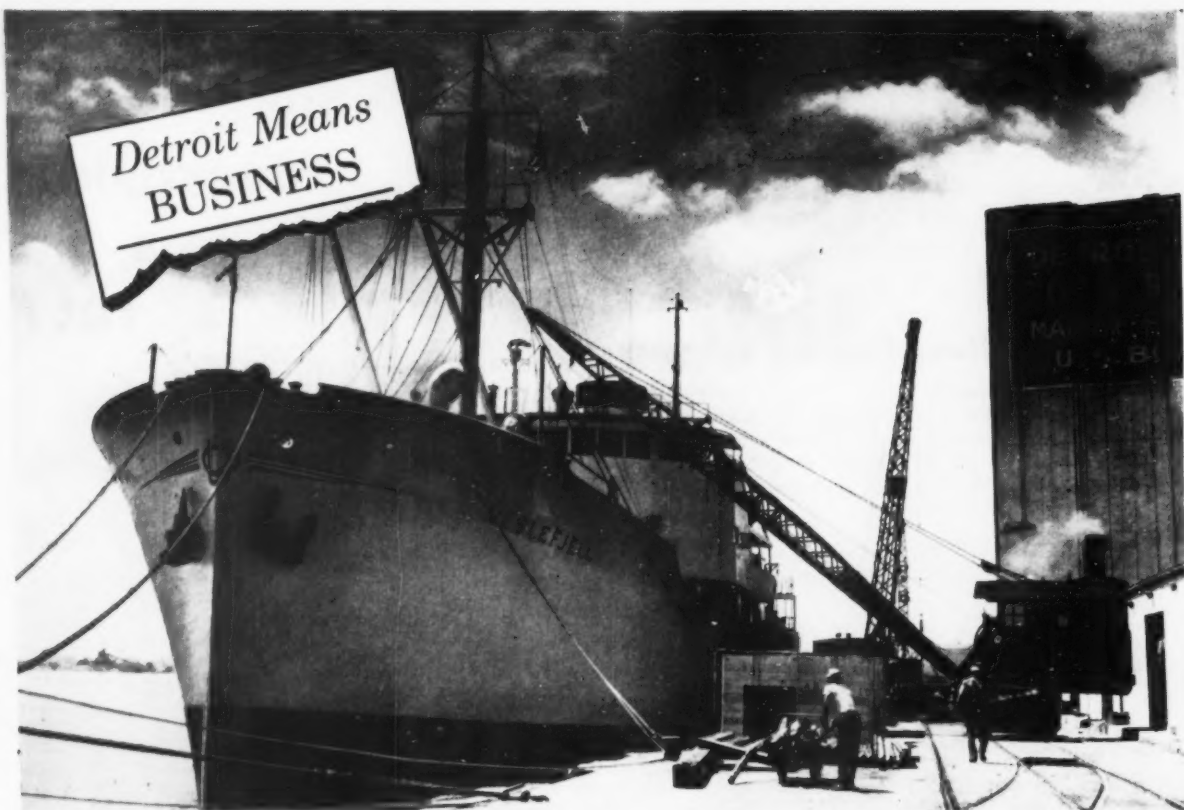


A new Switzer Color Guide will help you make your own DAY-GLO color choices and comparisons. Send for your copy—today!



SWITZER BROS., INC.

FIRST NAME IN FLUORESCENT COLORS
4732 St. Clair Ave. • Cleveland 3, Ohio
IN CANADA: STANDARD SALES COMPANY,
4097 Madison Avenue, Montreal 28, Quebec



*Sailing the river that flows
from Detroit to the world . . .*

How practical is the contemplated Great Lakes—St. Lawrence River seaway? What does it mean to the nation? . . . and to Detroit?

To give its readers first-hand answers to these questions, The Detroit News sent staff reporter Bill Lutz out to see.

Just a few blocks from The News' building, he hopped an ocean freighter bound for Holland via the Detroit River, Lake Erie, St. Lawrence River and the North Atlantic.

His series of daily articles, written en route, aroused tremendous local, national and international

interest. They pointed out the feasibility and economic advantages of a waterway that would benefit the entire nation, and make Detroit one of the great ports of the world.

This inborn desire to report the news with its own eyes, and with hometown appeal, has made The Detroit News the accepted home newspaper of the great city of Detroit . . . substantially first in trading area and in total circulation, weekdays and Sundays. Its community acceptance is reflected in its ability to sell goods for advertisers who **spend more money with The News than with both other Detroit newspapers combined.**

450,054 Weekdays 552,238 Sundays ABC March 31, 1953

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

Both types of salesmen are working—their call reports attest that. But as we have asked many times, "Are they working right?"

The purchasing agent looks at the salesmen from another standpoint. When p. a.'s were asked "What proportion of calls do you consider truly constructive," 49% of the respondents said that they find that only 10% of the calls are helpful!

Obviously there is a bridge to be gapped. And it is hardly a surprise that the major responsibility lies with the salesman's boss—the sales executive.

"Could this situation [poor salesmanship] be met more effectively," asked *Purchasing*, "by better sales management and sales training than by increasing the number of salesmen?"

The vote: "Yes" 87%; "No" 9%; "Undecided" 4%.

"It's your move," say purchasing agents to sales executives.

Still Poor Drivers

For whatever comfort they may derive, traveling salesmen now rank No. 61 instead of No. 62 in a new study of driving records by occupation.

We're indebted to Thomas C. Morrill, vice-president, State Farm Mutual Automobile Insurance Co., Bloomington, Ind., for the new figure. His company has just issued a survey comparable to the one made in 1949.

It's Your DSA



This statuette—and its likeness in a lapel pin—is well on the way to national recognition. It is a symbol of salesmanship. Its recipient has been singled out, through competitive rating, for selection as a distinguished salesman.

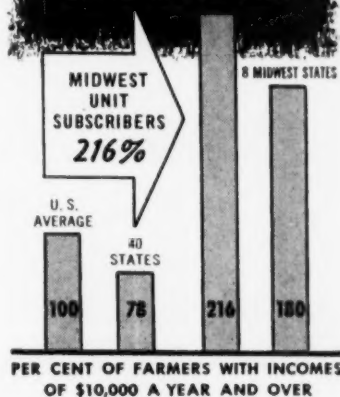
Salesmen in 30 cities were honored last year by sales executive clubs affiliated with National Sales Executives, Inc. at salesman's award presentations. The Fort Worth Sales Executives Club has held salesmen's banquets for 24 years. In Los Angeles the award is known as the Sammy; in Washington, D.C., it is the Star Salesman; in Cleveland it is the Top Hat; and in Dallas, the Distinguished Salesman's Award.

"The Distinguished Salesman's Award," says the Sales Executives Club of New York, which will sponsor the award for the first time on January 12, 1954, "is based on one of selling's first principles—the principle that says 'better selling comes from better recognition and more highly honored selling effort'."

By honoring top individual salesmen, the profession of selling builds prestige for itself. The salesman is not only a member of a company team, but he is part of a national profession. "Their accomplishments," said the Memphis Sales Managers Club at its 14th annual Distinguished Sales Award Dinner in 1952, "have made more real the ideals of free competition in our American economy. Through their services, their ingenuity, their standards of decency and honesty, they have reinforced our faith in the ability of American business to raise our standards of living through better selling."

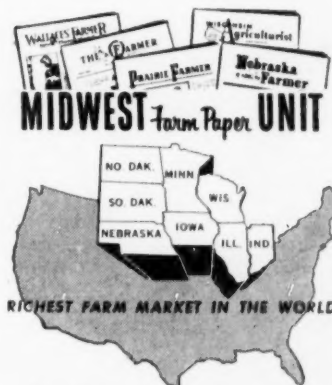
The idea of the Distinguished Salesman's Award is spreading rapidly. We predict that every one of the 158 clubs that make up National Sales Executives will soon sponsor the award in their cities. It is an activity in which all of us in selling can be proud to play a part.

Compare BUYING POWER!

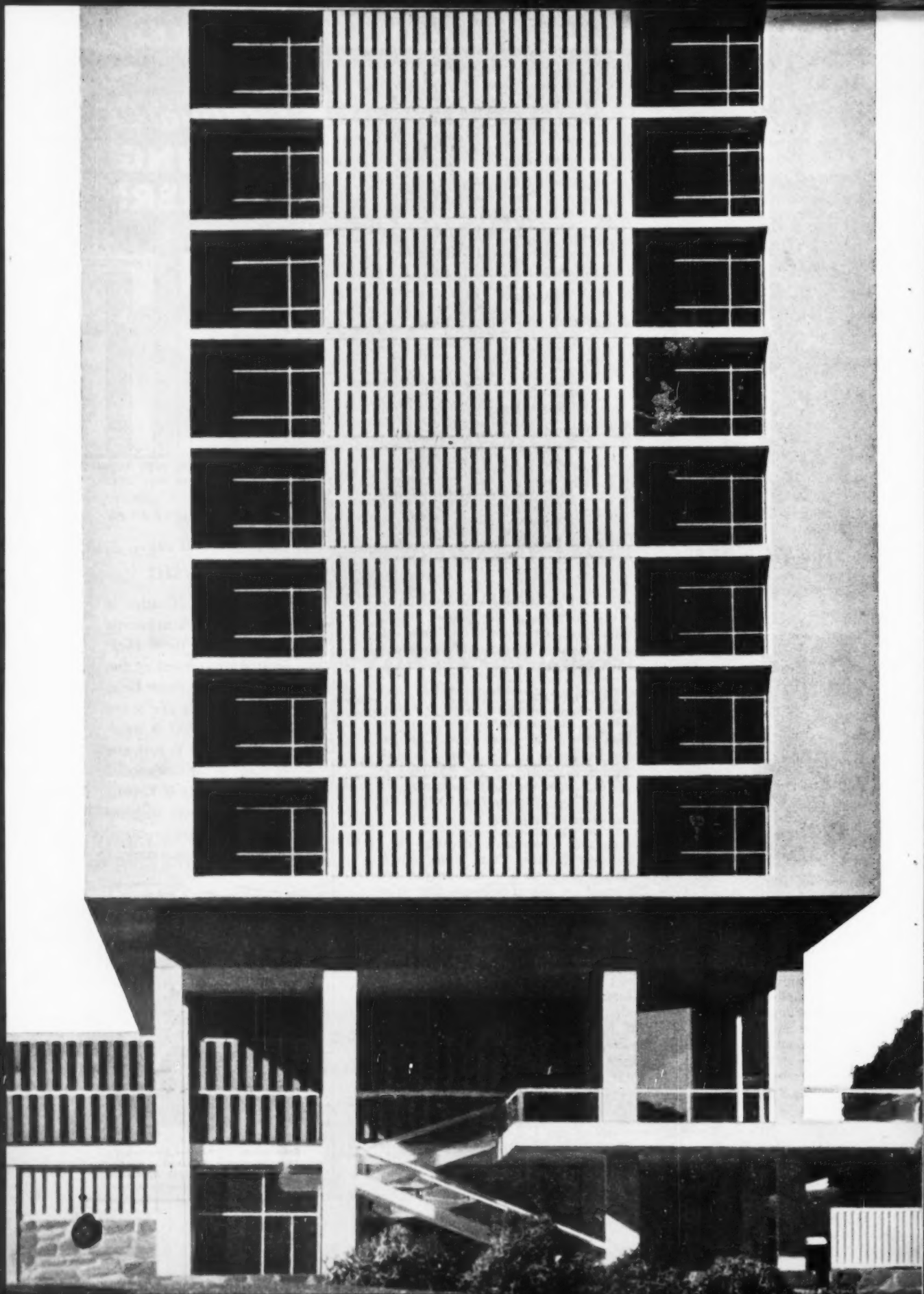


**New U.S. Census Bureau
Facts will sell you...
and Help you SELL**

Your sales potential is highest where farm income is highest. In the 8 Midwest states served by the Midwest Farm Paper Unit, farm incomes are more than twice the U. S. average. This fact is just one of many in the new special study by the U. S. Census Bureau that will simplify your farm sales problem. Write us for your copy.



Sales Offices: 250 Park Ave., New York 17...
59 East Madison St., Chicago 3... Russ Building,
San Francisco 4... 1324 Wilshire Blvd.,
Los Angeles 17... 505 N. Ervay Street, Dallas 1.



Another reason why **Architectural Record** leads its field by 1,000 advertising pages a year...

THE WAY ARCHITECTS AND ENGINEERS RATE ARCHITECTURAL MAGAZINES

One way to find out how architects and engineers rate architectural magazines is to *ask them yourself*.

Scores of building product manufacturers and advertising agencies have done this in recent years.

In 50 out of 56 readership studies (sponsored by advertisers and agencies) for which results are available—and in all sixteen such studies since January 1952—architects and engineers have rated **Architectural Record** first.

The evidence of all these studies is available to you—but you need not rely upon that alone. We urge you to conduct your own magazine preference study among architects and engineers who are known to be *active prospects* for your products.

We believe the results will give you one more good reason for joining those leading building product manufacturers and advertising agencies who today are putting **Architectural Record** ahead of its field by *1,000 advertising pages a year*.

F.W. DODGE



CORPORATION
119 West 40th St.
New York 18, N. Y.
OXford 5-3000

Architectural Record

"workbook of the
active architect
and engineer"

Istanbul Hilton Hotel, Istanbul, Turkey. First presented to architects and engineers in **Architectural Record**. Architects: Skidmore, Owings & Merrill; Sedad H. Eldem. Photographer: Ezra Stoller.

Four more reasons why **Architectural Record** leads its field by 1,000 advertising pages a year:

1. Editorial timeliness and balance: Editorial content is balanced scientifically with the aid of Dodge Reports in terms of *all* types of buildings architects and engineers are currently designing—the types of buildings that mean business for architects, engineers and advertisers.

2. Editorial quantity: The Record consistently carries more editorial pages than any other magazine serving architects and engineers (30% more in the first six months of 1953).

3. Verifiable market coverage: **Architectural Record** not only serves more architects than any other technical magazine but it is the only magazine that can document its market coverage with Dodge Reports. Actual check of Dodge Reports consistently shows coverage of the *active* architects and engineers responsible for 85% of all architect-designed buildings.

4. Lowest cost: Per page of advertising... per thousand architects.





The Ten Top Magazine Advertisers in Detroit place

74.3%

OF THEIR DETROIT ADVERTISING IN The Detroit Free Press

★ To influence the 3,000,000 people in the Detroit metropolitan area market or to point big automotive schedules their way, America's major magazines have concluded that The Detroit Free Press offers them their best route to fast action. During the first five months of 1953, the ten top magazine advertisers placed 74.3% of their Detroit advertising in this newspaper. During 1952, the ten top magazine advertisers placed 56.0% of their copy in The Free Press. No matter what you have to sell in the Detroit and Michigan market you can always count on the coverage and influence of The Free Press.

The Detroit Free Press

"America's Most Interesting Newspaper"

JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, INC., NATL. REPRESENTATIVES

TRENDS

As seen by the Editor of Sales Management for the fortnight ending August 15, 1953

HOW WILL PEOPLE REACT?

Now that we have a truce in Korea, what will be the effect on spending? It's too early to draw any solid conclusions but various straws in the wind make it seem very possible that people will spend *more* freely, especially as more and more items are appearing in the news to the effect that everything is going to be rosy for the rest of the year.

Current mid-year statistics do not indicate the imminence of the much-advertised coming slump. The very conservative National City Bank of New York says in its July letter "despite wide-spread feeling that this record breaking activity represents the top of a boom, and is borrowing something from the future, there are few signs that any great falling off is imminent." There are unexpectedly good reports on business activity, public spending, earnings and employment. Incidentally, SALES MANAGEMENT in this department of the magazine has been consistently skeptical for the past 10 months or so about the almost unanimous opinion that the nation was heading for a fall in the second half of this year; we see no reason to reverse our optimistic attitude.

But it is going to be "selective prosperity," with one industry after another forced to solve special situations. We have seen it in appliances and apparently we are now seeing it in the automotive field where brand new cars are appearing in some used car lots.

Up to this point, however, many of the over-produced (or under-sold) industries have made satisfactory adjustments. The TV industry, for example, which everyone said was headed for real trouble, is on the upgrade again after a seasonal cut-back and the inventories of manufacturers are low. There's even talk of a price hike.

BUT WE DO NEED SALESMEN

A few weeks back, Craig R. Sheaffer, Assistant Secretary of Commerce, made some pertinent comments about the need for salesmen—comments based on his practical observations while heading an important pen manufacturing company and the broader horizon he has in the Department of Commerce.

Since 1940, according to Sheaffer, the number of people engaged in sales work has risen less than 30% and yet the productive capacity of industry has risen more than 100%. "The days ahead will require that we bring our selling strength more closely in line with our productive strength. With the ability to produce 120 million ingot tons of steel, seven million motor vehicles, two billion barrels of petroleum products—we must renew our ability to sell these things. The market potential is there—and products as yet undreamed of can be marketed to warrant even higher production rates—but these markets must be developed and exploited. And that demands better, lower-cost distribution and more skillful selling.

"I believe that selling and advertising must begin now

to place more importance on *service*—on supplying complete, factual, reliable buying information. The take-it-or-leave-it attitude, the medicine-man pitch and the velvet-glove approach of the past will not be good enough in our electronic tomorrow. The salesman must be able to describe the true advantages of the new automatic dishwasher in such a way that the housewife will convince herself of her need for one. He must alert himself to see new ways his product can serve his customer. He must know its disadvantages as well as he knows its good points. He must make the intimate acquaintance of his competitor's product. He must know pricing, and he must know the profitability of his line.

"All of this calls for training—and it calls for more salesmen. It is estimated that industry needs at least 600,000 more salesmen than it has."

SELLING MUST BE SELECTIVE

Whether or not we have any recession worthy of the name, the makers of all products with the possible exception of the very low-cost quick consumption type must be more selective in their selling to achieve maximum success. When we speak about selectivity we mean selectivity in the markets chosen for intensive cultivation, selectivity in the size or type of stores, selectivity among types of consumers, particularly by income levels.

Dr. Simon Kuznets of the National Bureau of Eco-



MEREDITH BRINGS ADVERTISERS TO PLANT

This summer Meredith Publishing Company's 12-passenger Lodestar is being kept busy in an effective and ingenious fashion. Each week it is sent to a different city and brings back to Des Moines important advertisers and agency executives. At the plant they see how the Meredith magazines are turned out, they visit with editors, discuss promotion and merchandising projects with the Meredith staff.

The photograph shows a plane-load of Syracuse and Rochester executives, with Meredith advertising heads. Included are executives of Will & Baumer Candle Co., Atlantis Sales Corp., Iroquois China Co., Revere Copper & Brass, Inc., Barlow Advertising Agency.

conomic Research has been studying income and purchasing trends and has reached the conclusion that 5% of the population in the highest income groups may account for as much as one-fifth of total disposable income during a recession, and as much as one-fourth during a full-fledged depression. Today the share of this top 5% is only 17% of total disposable income. More important, the market for products traditionally bought by upper-income groups remains fairly steady even during severe contractions in the mass market.

The upper-income group referred to by Dr. Kuznets are families having an annual *per capita* income of at least \$2,300 in 1947-48. Adjusting for price movements, the Research Institute of America points out that today a family of three with an income of \$8,000 would just squeeze into the top 5%—but that this lower limit is misleading in a way because the *average* income for families in the upper-income group is substantially higher than the lower limit—probably about \$40,000 today.

SALES MANAGEMENT believes so strongly in the importance of breaking down income by spending groups that it has invested thousands of dollars in a new study which will be published for Metropolitan Areas in the issue of November 10. It will show for all consumer spending units (households plus unrelated individuals such as those living in institutions and hotels) a breakdown of the following income groups—\$0 to \$2,499; \$2,500 to \$3,999, \$4,000 to \$6,999 and \$7,000 and over—of the percentage of consumer spending units in each group and the amount of the total income of the community which each group possesses. Hitherto the only reliable data available about income have been the gross and net dollar figures, and per capita and per family deductions drawn from them.

The new figures clearly point to individual patterns even among cities which are almost identical in *average* income. One may achieve its average by a high percentage

of people in the middle-income groups, with low percentages in the top and bottom groups—or it may be like New York which is very high in the low-income group and also very high in the upper-income group, but correspondingly is smaller than almost any other major market in the middle groups.

SPENDING BY INCOME GROUPS

The continuing Federal Reserve Board studies of consumer finances, purchases and buying intentions reveal general optimism by the buying public during the first half of the year. *Prospective* purchasers of automobiles, furniture and major appliances are greater in number than in 1951 or 1952.

Actual purchasers last year when broken down by income groups confirm the point made by Dr. Kuznets in the preceding item. Example: 25% of consumer spending units in the \$7,500 and over group bought new cars, but only 2% of those in the \$2,000-2,999 group.

Money Income Before Taxes	New Automobiles	Used Automobiles	Furniture and Major Household Appliances
Under \$1,000	0	4	16
\$1,000- 1,999	2	10	27
2,000- 2,999	2	16	36
3,000- 3,999	5	23	41
4,000- 4,999	6	21	47
5,000- 7,499	13	14	52
7,500 and over	25	8	52

Automobiles, new or used, now are owned by 60% of all the consumer spending units in the nation (by about 75% of all *families*), with one out of every 20 possessing two or more cars.

SIGNIFICANT SHORTS

A good sales meeting technique has been developed by Ray-O-Vac Co. to introduce its men to one another. As each man comes forward at a sales meeting to be introduced, a large picture is projected on the screen behind him. This picture is taken in the salesman's home town, in front of his own house, and includes his entire family, plus dogs, cats or pet parakeets.

A money-saving idea for dealer house organs has been devised by the Genesee Brewing Company of Rochester. Their house organ, which is distributed every second month to 50,000 license holders in New York State, is issued in two editions—one for taverns and one for food stores. Both editions are identical except for the third page which the company devotes to material applicable only to the type of readers to whom it is mailed.

General optimism is expressed in the number of corporations being formed. According to Dun & Bradstreet, Inc., new business incorporations for the first half of the year were the highest in six years. June was the seventeenth successive month to record a gain over the corresponding month of the previous year.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



FARMERS NOW WHISTLE AS THEY WORK

Firestone Tire & Rubber Company has developed a tractor radio which is not only foolproof but dustproof, shockproof and waterproof. Here they demonstrate its waterproof qualities as the operator has shifted from a major league ball game to the latest in stock quotations. Maybe this will help to keep the boys on the farm.

1,310,000
IOWA PEOPLE

read **THE**
DES MOINES SUNDAY
REGISTER

86.8% Have it Delivered to Their Homes

... as reported by the Advertising Research Foundation in its *first statewide audience study* of 14 Sunday newspapers circulating in Iowa.

For complete facts on where these people live, what they earn, what they own, see "A Study of The Des Moines Sunday Register Audience in Iowa." For details on how to get your copy, write Advertising Research Foundation, Inc., 11 West 42nd Street, New York 36, New York.

THE DES MOINES SUNDAY REGISTER

... an "A" Schedule Newspaper in an "A-1" Market

EXECUTIVE OPERATIONS PATTERN

- 1 IDENTIFY SUBJECT
- 2 COMMUNICATE... FIGURES
- 3 ANALYZE RELATIONS
- 4 EVALUATE SATISFACTION
- 5 EXPOSE CONDITIONS
- 6 ADVANCE IDEAS
- 7 UNIFY VIEWS
- 8 COORDINATE TIME
- 9 CONTROL CERTAIN
- 10 DETERMINE PLANS
- 11 PRODUCE RESULTS
- 12 REVIEW ACTION



© Copyright 1953
C. D. Williamson
Fort Worth, Tex.

How to Think and Act Like an Executive

Executive Operations Technique is the name for management training at Williamson-Dickie. It helps to put an "old head" on a junior manager much faster than before, and to make "old heads" more consistently successful men.

Based on an interview by Mary K. Pirie with
C. D. WILLIAMSON
President and General Manager
Williamson-Dickie Manufacturing Co.

Most Saturday mornings, if you dropped in at Williamson-Dickie Manufacturing Co., Fort Worth, Tex., you'd find executives holding a "practice session."

What they practice: "thinking and acting like an executive."

Saturday's session tends to make such thinking and acting an all-week habit. The habit has many profitable

by-products — among them, better sales planning, and closer cooperation of sales, finance and production.

From sales executives, "executive thinking and acting" sifts down through sales ranks. "Today," says C. D. Williamson, president and general manager, "it's not too unusual for a salesman to write us an objective analysis of his territory's conditions—and to add carefully-thought-out suggestions for increasing sales of Dickie work clothes."

How does an executive function at the highest level of effectiveness? Can you teach an executive to become a *better* one? In the early 1940's, C. D. Williamson began to ask these questions of everybody who seemed qualified to answer. Repeatedly he heard: "A man's either an executive or he's not — you can't generalize about what makes him successful or unsuccessful."

But Williamson felt sure that executive skill could be analyzed, and that its basic factors could be isolated for study and practice. Aided by his own top executives and business administration specialists, such as Pro-

fessor Andrew R. Towl of Harvard,* he presently set out to devise a procedure for improving executive talent.

Today, W-D executives practice an "Executive Operations Technique" developed at a cost of almost one million dollars (consultant fees and Williamson's own time, included). W-D considers EOT worth every dollar — with increased sales and greater over-all efficiency of operation.

On Jan. 14, 1950, after a year's pilot run at v-p level, EOT was extended to include home office heads of all departments. (Assistant managers have been added gradually, and at this writing they all attend EOT sessions. No one under assistant manager rank attends.)

In 1951 (after EOT had taken hold), sales rose to \$15 million, as against \$13 million in 1950 and \$10 million in 1949.

*Director of Case Development, Graduate School of Business Administration, Harvard University.

(The sales conference had set 1952's sales goal at \$18 million; sales that year totaled \$17,200,000 — as against the \$15 million of 1951.)

EOT has two basic purposes: To teach the experienced executive who has been "playing by ear," to "read notes" so that he may participate with more success, and in closer harmony with his associates; to help the junior executive develop "senior" effectiveness without long, costly "ripening."

Heart of EOT are the 12 steps through which a successful executive carries a project, from inception to "results." In actual executive operations, of course, the steps usually involve a series of conferences; but EOT study-and-practice sessions treat them as though all were taken in a single conference.

1. Identify subject: At the beginning of any conference, the leader must tell his associates exactly what the meeting is "about." Elementary? Yes, but who hasn't seen time wasted while a group tried to decide what

purpose had brought it together? A definite statement of objective gets a conference off to a quicker start, keeps it on the track.

EOT teaches W-D executives to give "subject" a clear, brief label as soon as a conference comes to order. That label goes into everyone's notebook, to be followed by brief jottings of all other essential facts brought out in conference.

W-D's first EOT session for divisional sales managers in January 1952 broke down into 12 steps the subject "Sales Goals for 1952; How to Achieve Them." This was the theme of a 3-day sales conference. On Saturday morning, Williamson explained Executive Operations Technique to divisional sales managers and asked them to help him to analyze the concluded sales conference. (EOT discussion groups usually review recently completed conferences and projects. By identifying Executive Steps involved, each man becomes conscious of exactly what he does

(Continued on p. 130)

BEHIND EOT is the desire to sell more matched work pants and shirts. At the right is C. D. Williamson, son of one of the founders of Williamson-Dickie Manufacturing Co., Fort Worth, Tex., who is now president and general manager.

W-D's 107 salesmen sell through more than 9,000 retailers in 48 states. Sales in 1952 were approximately \$17,200,000. In 1922 they were \$69,000.

The company now employs 2,400. Thirty-one years ago there were 35 employees.

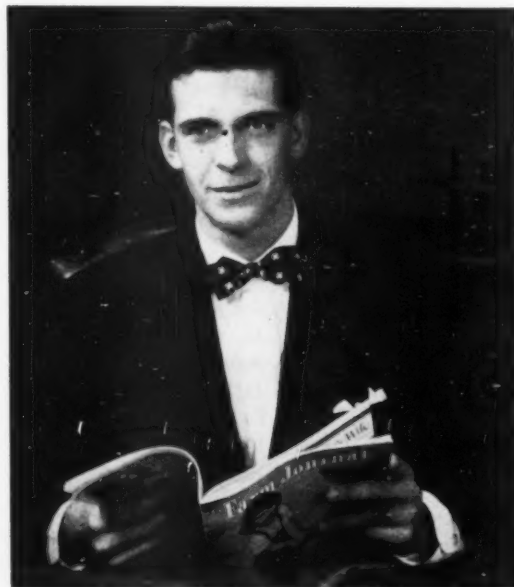
Williamson joined U. S. Overall Co. in 1920. He has worked as a rag baler, clothes spreader, correspondence clerk, and superintendent. His father, C. N. Williamson, and Col. E. E. Dickie bought U. S. Overall in 1920 for \$12,500 and formed the present company.





THE BIG WHEEL . . . at Motor Wheel Corp.—which has just chalked up a six-month's all-time company sales record of over \$47-million—is a former salesman, M. F. Cotes. And this sales record isn't all due to Cotes' wise move to throw his company into production of the wire (real ones, not pseudo) wheels which are optional on some '53 cars. The Duo-Therm Division of the company—national sales leader in the space heater industry—has also racked a substantial gain—45%—in sales this year . . . After a successful career in the heating field Cotes joined Motor Wheel in '32 as sales manager of the Duo-Therm Division. There he instituted a new marketing policy for the company and the industry: He established the concept of space heaters as appliances, set up a chain of national, non-competitive wholesale distributors. He also insisted that space heaters be designed as attractive pieces of furniture. Examine the two wheels: Left: from a '35 Plymouth. Right M. W.'s '53 model.

HE CUT HIS TEETH . . . in farm publication advertising. The dinner conversation at Dana Fernald's house centered around the publishing world. The elder Fernald was a top ad man, indoctrinated young Dana into the world of rates, publication schedules. Recently, Dana Fernald was appointed national advertising sales manager for *Farm Journal*, the publication which, during his summer vacations from high school, knew him as an office boy. Dana got through Harvard in two-and-a-half years due to acceleration when he was shifted to active duty Naval ROTC training. While he was there he prepared himself for the life he wanted later by reporting for *The Harvard Crimson*, Boston and New York City newspapers. And to get advertising experience, he freelanced copy for local merchants. He returned to *Farm Journal* in the Sales Promotion Department on the same day his first child was born. He's moved steadily up the publication's ladder, has been assistant ad manager . . . He likes to point up *F.J.'s* phenomenal growth with this fact: In 1935, the first year the present management took hold, annual advertising revenue was \$250,000. During the first half of '53 there have been four \$1-million issues!



They're in the News



"GET THE BUSINESS this week and build a strong sales organization for the future." According to a close friend, this is the hallmark of Parker Ericksen's sales philosophy. Question: Has it paid off? Answer: During the past month the Crosley and Bendix Home Appliances Divisions of Avco merged under the supervision of a single distributor organization: New director of sales for the new set-up (and new Avco v-p) is Parker Ericksen. "Park" has been in the appliance sales business for 21 years. His last title was gsm for Bendix and before Avco acquired Bendix he was the company's director of sales. Early in his Bendix tenure he used low-cost premiums—plastic clothes pins—to get housewives into stores to see the company's washers. Store traffic shot up, Park's belief that nothing is more important than building retail sales was justified. And many a housewife, too busy to pay much attention to trademarks, who thinks of automatic washers and Bendix as being synonymous, thinks that way because of a quiet promotion-conscious salesman named Ericksen. That he'll do a similar job in his new area of influence seems a foregone conclusion.



BY HARRY WOODWARD



LEARNING TO LIVE WITHOUT SIGHT: Students at Western Pennsylvania School for the Blind.

No Eyes to See

Ever try to separate the white of an egg from the yolk with your eyes closed? At Western Pennsylvania School for the Blind, Pittsburgh, sightless students find this their toughest problem. They learn to let the white sift through their fingers while the yolk is retained in the hand. Or they puncture each end of the

egg, blow the white out, then break the shell to obtain the yolk.

This task and many others, however, are being made easier in a sparkling new home economics suite for sightless students in the sixth to twelfth grades. A dining room, charm room where girl students give each other permanents and manicures, and

a kitchen and laundry area filled with modern electrical appliances make it one of the country's outstanding home centers for the blind.

Westinghouse Electric Corp., and its Pittsburgh distributor subsidiary, Danforth Corp., have worked to put the modern touch in the home economics kitchen and to help boy and



GRADUATE COOKS: They've learned to operate temperature controls, with notches to feel.



BEVERAGE AT ONE O'CLOCK: The blind learn to eat by the clock-wise system. Bread and butter plate is at 10 o'clock, salad at nine o'clock.



NOT CUSTOM BUILT: Students learn to manipulate the standard refrigerator



SUPERINTENDENT A. G. KLOSS (center): The blind plan, prepare and serve family-style meals as part of their training. Mr. and Mrs. Kloss have twin sons—both blind. This scene is enacted daily in the home economics dining room.



WASH DAY, TOO: Automatic washer and dryer, with notched temperature controls, simplify an every day problem.

girl students to become useful citizens. Westinghouse, through its School Replacement Program, sells new appliances to the school at half price, replaces them yearly without charge.

Teaching the blind to use electric washers, dryers, ranges, steam irons, refrigerators and garbage disposers is done by a system of notched controls. Notches are made with an ordinary file, in temperature controls. On the range, for instance, notches indicate the on and off positions. There's a notch for each 100 degrees of temperature, so that the sensitive fingers of a blind student, feeling four notches, informs the user that she's cooking at 400 degrees. Controls are set on the side of the range away from the cooking units to reduce chances of getting burned.

One notch on the Westinghouse Laundromat means it's set for hot water, two for medium and three for lukewarm. A wide notch on the dryer sets the appliance for automatic drying in 10-minute cycles. The refrigerator has one notch at normal, two for colder, and three for quick freezing.

"It's a rewarding experience to watch these young people," says Mrs. Elizabeth Palmer, home service director for Danforth. When Westinghouse equipped the school's kitchen she spent two months teaching students to use appliances, and her first problem was to acquaint them with

their sizes, shapes, forms and dials.

As Mrs. Palmer points out, electrical appliances are a big help to the blind. A wringer on a conventional washer, for instance, constitutes a real hazard. The automatic dryer eliminates walks to the clothesline, and the Waste-Awayz does away with walks to dispose of garbage.

Westinghouse also prints instruction books in Braille, and the school has its own Braille writer to punch out the names of foods so that a student can reach up on a cupboard shelf, read a Braille label with her finger tips, and bring out the mustard, ketchup, vanilla, etc.

Measuring cups, too, are marked in Braille. And the blind ingeniously use an eye dropper to measure the number of drops to fill a teaspoon.

All Westinghouse equipment is standard except for the notches, which Westinghouse distributors anywhere can file for blind customers.

Blind boys at the school also take the course and, Mrs. Palmer points out, they never skip a home economics class. For some reason, the boys like to make spaghetti.

On completion of their course they plan and serve a meal for the faculty, including Superintendent Alton G. Kloss, who takes a deep, personal interest in his work: Twin boys, both blind, were born to his wife in 1950 and he joined the school to help blind children. "It's better to light a candle than to curse the darkness."



IRONING IS HARDER than washing. Steam iron reduces danger of scorching material. Ironing requires much practice.



BRaille COOKBOOK: It contains standard recipes. Braille tags identify groceries. Instructional booklets for equipment are in Braille. An idea for you?



SALES MEETINGS are the distributor's responsibility. A packaged promotion is presented each month to specialty and general line salesmen—to tie in with national promotions, to be on time in the exploitation of a new pattern group, to merchandise point-of-sale material, dealer contests, etc.

Top-Notch Distributor Operation: What Makes It?

Congoleum-Nairn develops a soup-to-nuts program for efficient management at the distributor level. Objectives: maximum profit for manufacturer and wholesaler alike, maximum capitalization of market potentials in each area.

An interview by Alice B. Ecke with
DOUGLASS L. MANN • General Sales Manager
Congoleum-Nairn, Inc.

What can we do to keep our distributors from taking our lines for granted?

Congoleum-Nairn's answer: Provide a supervised program that clearly defines the distributor's function and gives him a practical, creative sales management plan.

"The only economic justification for a policy of selling through distributors now or in the competitive years ahead," Douglass L. Mann, general sales manager, maintains, "lies in the distributor's ability to extend to the retailer the same services a company would offer if it marketed its line direct. The basic aim of our

program, therefore, is to spell out the elements of distributor operations which have proved to be practical and necessary to a profitable, expanding Gold Seal franchise. To accomplish this, it is entirely a matter of the way we sell the distributor on his responsibilities, his chance to grow, his profit picture and his pride in operating under our franchise. He must be assigned his objective and must be continuously checked for accomplishment."

Congoleum-Nairn (Kearny, N.J.) has 89 distributors, located in 134 cities, with 173 warehouse stocks of its Gold Seal line. From these estab-

lishments, 3,000 salesmen go out to sell 32,000 dealers.

"This picture would seem to present a difficult selling problem," says Mann, "but we are solving it through 61 trained sales supervisors who work under 10 district sales managers.

"The ultimate success, of course, of any distributor depends on his foundation of salesmanship, so the first step we took to help him strengthen his selling efforts was to blueprint a successful distributor's organization and responsibility chart, together with clear definitions of the responsibility of each man in the organization.

"That accomplished, we proceeded to build around it and define the necessary operational elements so clearly that qualitative improvement is the general experience and not the exception to the rule."

First, the organization chart:

Top Management: "To have the right kind of selling organization," Mann explains, "our Gold Seal franchise must first have the interest and attention of top management. If the head of a distributor establishment is not interested or if the house

REGULAR SALES MEETINGS WITH OUR DISTRICT SALES REPRESENTATIVE AND SALES MANAGER



- ① CONTINUALLY EMPHASIZE CURRENT PRODUCT CAMPAIGN
- ② STRESS VALUE AND IMPORTANCE OF ADVERTISING AND SALES PROMOTION AS AN AID TO INCREASED SALES
- ③ ANALYZE TERRITORY WITH EACH SALESMAN; CHECK REGULARITY OF CALLS AND COMPLETENESS OF COVERAGE
- ④ STIMULATE SALES CONFIDENCE THROUGH GREATER PRODUCT KNOWLEDGE AND UNDERSTANDING OF POLICY DETAILS

CREATE REALISTIC QUOTAS FOR EACH SALESMAN AND REGULARLY CHECK PERFORMANCE AGAINST QUOTA...

AS ADDED INCENTIVE TO ATTAINMENT OF QUOTA:

- ① STIMULATING SALES CONTEST
- ② INCENTIVE BONUS ARRANGEMENT

AS MANAGEMENT CONSULTANT to each distributor, Congoleum-Nairn gives him the benefit of its widespread knowledge of other distributor operations. Problems and solutions are presented to the distributor's executive group as a basis for discussion of changes needed.

Congoleum's 11-Point Plan for A Blue-Ribbon Distributorship:

1. Internal and field sales organization, with assigned personnel to specialize on the Gold Seal line.
2. Sufficient working capital.
3. A formula for efficient warehousing.
4. Adequate inventories of the entire line based on market potential.
5. Over-all dealer credit policy to develop retail accounts.
6. Custom-tailored sales quotas.
7. Continuous sales training.
8. A compensation plan to insure salesmen's continuous interest in selling the line.
9. Participation in scheduled packaged advertising and sales promotional programs.
10. Ample showroom space.
11. On-the-job supervision of all phases of the marketing program by distributor managers.

sales and profit potential on our line is so small that it is overshadowed by other lines carried, then it is not a good line for the house; neither is the house good for Congoleum-Nairn."

Department manager: It is the responsibility of top management to appoint a department manager to supervise the development of the market for the Gold Seal line, both from the standpoint of internal organization and the field selling force.

This implies, Mann points out, departmentalizing the Gold Seal line. "The importance of this has been proved in every instance, when it has been undertaken, by increased volume and profit. Ours is a volume-producing specialty line with selling and control characteristics of its own which require supervision. Even among distributors who sell floor coverings only, the most successful ones have set our line up separately from their fabric lines."

The department manager normally sells key accounts, but devotes most of his time to the promotion of sales of Gold Seal products through specialty and general line salesmen. He is responsible for maintaining adequate inventories, attaining proper turnover, creating promotional programs and maintaining close liaison with the Gold Seal sales supervisor and district manager.

Inside salesman: Working closely with the department manager is the key inside man: the telephone order and stock control manager. (The word "man" is used figuratively, Mann explains, for among the most capable people in this work are women.)

Distributor volume determines how many functions are assigned to the inside salesman. Some of his responsibilities are:

Telephone orders.

Information for dealers about special promotions, advertising campaigns, point-of-purchase materials and samples.

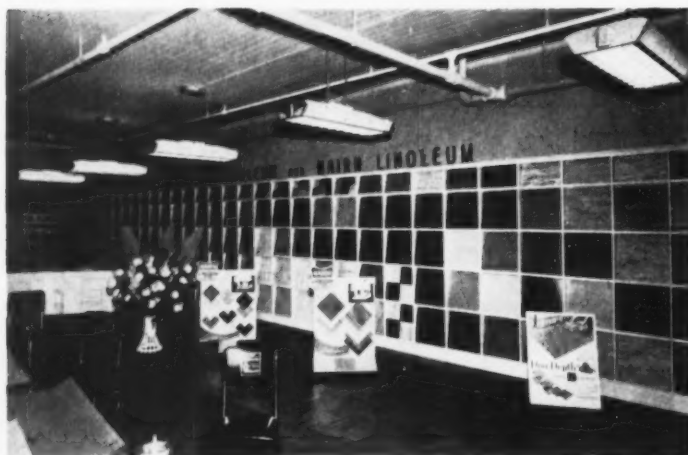
Maintenance of stock cards, with automatic reordering when inventory minimums established by the department manager are reached. Daily coordination of stock cards with warehouse shipments and receipts.

Stock-sheet program.

Specially line salesmen: The number of specialty line salesmen a distributor has depends on volume currently realized or on attainable potential. "One for each \$200,000 of potential Gold Seal sales," says



DISPLAY is a necessary function of the distributor. His showroom (below) must be large enough to exhibit each product line. He also helps the dealer with his displays and conducts window contests (above) tying in with national promotions.



Mann, "is a reasonable formula for the purpose of checking against a distributor's present organization if he operates as a true Gold Seal specialist.

"This group, with the department manager, should be responsible for 70% of the distributor's Gold Seal sales. These are the salesmen who sell to floor covering shops, contractors and larger retail accounts, including department stores, furniture, hardware, paint and wallpaper stores, lumber yards, etc."

General line salesmen: Their responsibility is to give the distributor saturated coverage in his territory. They sell the distributor's complete line to smaller outlets, picking up small orders which can aggregate 30% or more of the distributor's total Gold Seal sales.

The organization and responsibility

chart completed, Congoleum-Nairn turned its attention to other important distributor functions which are more operational in nature:

Working capital and inventory: Congoleum-Nairn does not lay down any fixed formula for the distributor's working capital, for the reason that working capital in the hands of one distributor management can do many times the job it does in the hands of another management.

Inventory is a part of working capital and the amount required to support a given volume of sales differs geographically in proportion to the distance of the company's shipping points.

Basically, Congoleum-Nairn expects its distributors to allocate, from the total available, the proper amount of working capital so that volume is not stifled by inadequate inventories

or insufficient financing for receivables. In determining this, distributor management gives full consideration to the rate of turnover possible on Gold Seal products compared with that experienced with other lines. Turnover, not only at the distributor level but at the retail level where conversion on inventory to cash at a favorable rate due to Gold Seal acceptance, Mann explains, puts the retailer in a correspondingly better position to meet his obligations to the distributor.

"Working capital," he says, "equal to 15% or 20% of sales volume should be the general area of practicability. This, of course, is exclusive of funds which are invested in real estate."

Warehousing: As a formula for adequate warehousing, Congoleum-Nairn advises distributors to apply one square foot of warehouse space for each 10 square yards of inventory to their present available space and then to see how they compare. "This," says Mann, "is a gross figure which should allow sufficient space for aisles, receiving, shipping and storage of sundries as well as floor and wall covering stock.

"Of course, there is more to warehousing than square footage. Many of our distributors have built or leased new warehouses since World War II. Our engineering and shipping departments counsel distributors in warehouse layout and materials handling."

Stock-keeping: During the last two years Congoleum-Nairn has given distributor inventories careful examination. As in the case of working capital, some managements seem to get along with less and do more than others do, Mann points out. "We suggest an inventory of two and one-half months plus in-transit time as an absolute minimum. Unless close attention is paid to pattern, this formula is grossly inadequate and results in outs. Our distributors are asked to bear in mind that even on a three-shift operation we cannot keep in stock every pattern, and for this reason alone they cannot rely solely on a dollar evaluation of their inventories.

"An adequate inventory is one balanced by pattern and, while we recommend automatic reordering from established minimums as the best method of achieving inventory balance, this method is useless unless the minimums are reviewed every 90 days. Ours is a pattern and color business, and customer preference



Milprint
PACKAGES
 sing your
 product's praises

...to ring up bigger sales!

There's nothing bashful about Milprint packages when it comes to attracting customers—and telling them a convincing sales story! That's why so many nationally-known manufacturers specify Milprint for packages with the "pick-me-up" appeal that rings up bigger sales.

The success of Milprint packages rests on a solid foundation: over half a century of experience . . . the successful merchandising background of Milprint's package designers . . . the greatest variety of packaging materials and printing processes offered anywhere. It's a combination that will click for you, to increase your sales!

call your Milprint man first



This insert printed by Milprint

Milprint INC
 PACKAGING MATERIALS
 LITHOGRAPHY & PRINTING

General Offices, Milwaukee, Wisconsin
 Sales Offices in Principal Cities

Printed Cellophane, Pliofilm, Polyethylene, Acetate, Glassine, Foils, Folding Cartons, Bags, Lithographed Displays, Printed Promotional Material.

**The
Oregonian
reaches
MORE
WOMEN...**

than any other
selling medium
in the
Oregon Market!



the Oregonian
PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

FIRST

Retail Advertising
General Advertising
Classified Advertising

FIRST

Portland City Zone
City & Retail
Trading Zones
Total Oregon Market

229,004 Daily 289,542 Sunday

**BOTH DAILY
AND SUNDAY**

changes quickly, with the result that an out-of-date set of minimums can slow turnover and result in outs."

Another responsibility of the distributor is to carry the Gold Seal line in its entirety. Each franchised distributor carries each of the company's product lines: Gold Seal Congoleum and Congowall, Gold Seal linoleum and Vinyl inlays, Gold Seal asphalt tile and rubber tile, Gold Seal Vinylbest and sundries. This is in keeping, Mann says, with the company's long-range objective to make the Gold Seal franchise one of the most valuable in the floor covering field—by making it possible for each distributor to understand how his function is related to the broader company picture, and to appreciate the company's character and goals.

Over-all dealer credit: To do the proper kind of job on the company's line and to realize its full profit potentialities, a sufficient amount of the over-all credit limit available to individual dealers is allotted to Gold Seal products. "Only by carefully analyzing each dealer's requirements can a distributor assign a proper credit limit. In reaching a decision there are two principal factors to be considered," Mann explains.

"One of these is the financial aspect of the dealer's business and the other is its sales potentialities. Assuming that the dealer is entitled to credit and is already receiving it from others, it is a wise policy for a distributor to approach credit limit possibilities first from the standpoint of sales potentials, and after they are determined decide whether, as a distributor, he can afford to extend credit facilities to cover that amount of volume.

"When considering the latter angle, the distributor should keep in mind that the dealer's total debt—and that factor is one of the principal ones in determining a good or bad credit risk—probably will not be increased by an adequate credit line on his part because a substantial portion of the debt will, in all probability, replace debt to other distributors. This is the way it should be, because in such a situation competition is correspondingly shut out and both the distributor and the company have a bigger share of the dealer's business. The distributor has an important factor of financial security to the extent that fewer creditors are involved, and if and when occasional difficulties do arise, as they are bound to, control of the situation will be easier.

"We advise the distributor to have available for his customers, as nearly as possible, complete credit facilities

for all the products he sells, not only as a means for getting the maximum volume and the maximum profit out of the lines, but as a means for developing dealer accounts into bigger and closer relationships in the future by shutting out competition to the greatest extent possible."

Tailored quotas: A fundamental responsibility of each distributor is to attain the quota Congoleum-Nairn has formulated. Basic ingredients are general business conditions, the Gold Seal program, local business conditions, and Gold Seal goals for the year.

"The mechanism by which we establish distributor quotas is entirely new," says Mann. "The purpose of our system is twofold:

"First, it helps the company by setting a specific goal for a specific area of the country, and allows us to measure our performance against that goal over the calendar year.

"Second, since distributor quotas are based on a study of all our distributors, each can be shown how his performance compares with that of other distributors operating under similar market conditions.

How quotas are determined: Six commodity quotas for 1953 have been determined for each distributor: in Congoleum, Congowall, linoleum, Vinyl, asphalt tile and rubber tile.

These six quotas are large enough in number to bring to light any weaknesses in the total line of products, and yet small enough in number so as not to be cumbersome or unworkable. These are the steps taken to form the basic approach to a distributor's quota:

1. His past performances in the principal commodities are examined to ascertain his rate of growth or decline in the products.

2. His adjacent distributors are examined to determine whether he is losing an opportunity in a particular product.

3. The potential of his territory is analyzed in terms of income, population and retail sales, using *SALES MANAGEMENT'S Survey of Buying Power* as a source.

4. Local conditions of his area are studied to determine whether its rate of growth is greater or less than the district or national rates of growth.

5. Congoleum-Nairn district managers, and often the salesmen, in whose districts the distributor is located, are queried to find out whether there has been any change in the dis-

tributor's organization which needs consideration in determining quotas.

6. A management committee at the home office reviews the findings and assigns the final quotas for each distributor. This committee leans heavily on the recommendations of the company field sales force. Thus the quotas for any one distributor are a combination of factors which Congoleum-Nairn management believes are important for setting both distributor and company quotas.

Sales training: It is a specialized function and is part of the marketing division. Under the direction of H. H. Laskey, it is the basic responsibility of district managers and field sales supervisors to implement the program for the improvement of distributor salesmen operations and the retail sales personnel whom they serve.

The company's main sales training problem was not to find training aids, but to find a plan whereby all aids could be channeled effectively down through the distributor to the retail level.

To accomplish this, packaged sales training presentations have been adopted. The idea is to package a training meeting for each of the company's products. A sound slidefilm (produced by Visual Methods Co.), "Your Gold Mine in Gold Seal," which is tied in with the company's "U-Do-It"® program is used at each meeting.

Personnel at all levels are trained consistently to develop the necessary skills, knowledge, work habits, to keep leaks at a minimum and to maintain an increasing pressure at the retail level. These are the men who are trained: district managers and sales supervisors; distributors and their salesmen; retail dealers and their salespeople.

The entire training program is organized so that the sales story gets to the retail salesperson with all the impact which is generated at the top level. Training is divided into three major courses:

Product knowledge, covering new and established products; sales features; what they are designed to do; their limitations; how they can best serve the individual flooring needs of the consumer.

Marketing knowledge: what is being done in sales promotion and advertising; which products are being featured in direct appeal to the consumer; which tools are available to

*See "Congoleum-Nairn Hangs a Campaign on 'U-Do-It' Theme," page 102, *SALES MANAGEMENT*, April 15, 1953.

assist the retailer in doing a better selling job.

Knowledge of basic sales techniques; continuous amplification and application of basic rules for good salesmanship.

This is how the packaged training meetings get the sales story to the retail level:

The sales training department supplies the company's 10 district sales managers with completely planned meetings for each product. They in turn instruct the 61 Gold Seal sales supervisors in the proper use of the tools. The sales supervisors then go out to train the company's 3,000 distributor salesmen, who in turn train the salespeople of the 32,000 retailers.

In addition to packaged training meetings there are training programs conducted for newer salesmen at the home office: a four-week course in December and a three-week course in July of each year. Approximately 40% of the company's sales supervisors have attended these sessions. Then there is a more comprehensive four-and-a-half-month course for new men before placing them in the field.

Sales meetings: They are clearly the responsibility of every distributor. Each month a packaged promotion is presented during a meeting with distributor specialty and general line salesmen—taking advantage of the opportunity to tie in with national promotions, to be on time in the exploitation of a new pattern group, to merchandise point-of-purchase material, dealer contests, etc.

There are also special promotional activities which tie the distributor in with the company's national promotions: salesmen contests; dealer window contests; new account drives; cooperation in dealer advertising; dealer meetings; distributor showroom windows featuring Gold Seal products; displays in distributor showrooms. These, too, are discussed during scheduled meetings.

Compensation for distributor salesmen: "This," Mann maintains, "has an important effect on a distributor's sales of our products. We recognize that commission rates and other forms of compensation vary in different sections of the country and that, while they may assume some degree of uniformity within geographic or competitive areas, the differences between such areas are too great for us to suggest any national standards." The company does, however, identify two standards by which distributors should judge their compensation plans:

1. They should provide adequate

compensation and incentive for the efforts their salesmen are expected to place behind the sale of Gold Seal products.

2. Commissions on the line should compare favorably with those paid on any other lines the salesmen carry.

"Unless these considerations are provided," says Mann, "distributor salesmen cannot be expected to push our products. A periodic review of commission plans is an important distributor management responsibility."

Advertising and sales promotion: They are a definite part of the total marketing activities of the company and are merchandised through the sales organization through the distributor to the retail level. There is a basic merchandising plan for each of the company's products. These plans include essential ideas and materials to enable the dealer to do an effective selling job. For example, in each merchandising package there are selling features of the product advertised, display ideas, advertising mats, radio and TV spot announcements, direct mail, etc.

For every advertisement appearing in national magazines, there is a plan which enables the dealer to tie in with it at the local level. In this plan, the distributor is an important cog in the distribution of the material. It is his responsibility to determine the sales promotional needs of his dealers and those of his salesmen, and no dealer is supplied with sales promotional material unless a distributor requests that he receive it.

The advertising and sales promotional program also co-ordinates and assists in attaining sales training objectives. The merchandising packages are in effect sales training for both distributors and dealers.

Stock-sheet mailings: Regular issuance, combined with accurate stock and availability dates, are basic necessities in carrying out the distributor program. Beyond that distributors are shown how to put "sell" into their stock sheets. The company supplies a standardized stock sheet, free of charge, in master form for reproduction on the distributor's own equipment. Masters are supplied for mimeograph, multilith, Davidson, Spirit Ditto, and photo offset.

In 1952, the company inaugurated a series of promotional flyers which can be used as covers or inserts to the stock sheet. They tie in with national promotions of Gold Seal products, to dress up the mailings. Space is provided for the distributor to personalize his sales messages. They can be used as envelope stuffers when

sending out bills, letters, etc. Or they can be used as self-mailers by imprinting on them the distributor's message and firm name.

Showrooms: Adequate showroom facilities are a necessary function of distributors. The degree of importance which the showroom assumes varies with the buying habits of the dealers a distributor serves. Each distributor is required to have a showroom large enough to exhibit each of the product lines. Those with an important volume of pickup business regard their showrooms as one of their most important selling tools.

The company's sales promotion department helps distributors in laying out showrooms, and the home office stylist counsels in harmonious display.

How the distributor program is supervised: To make certain that the direction of distributor activities is carried forward, there are periodic appraisals of Congoleum-Nairn sales personnel in terms of their distributors' accomplishments as related to assigned tasks; namely, their quotas.

Congoleum-Nairn has 10 district offices, but they by no means complete the whole picture of selling objectives. The workload of other objectives has been divided and assigned to four other group heads who report to the general sales manager: contract sales manager, chain store and mail order sales manager, industrial sales manager, and foreign sales manager.

Does all this planned aid for the distributor pay dividends?

"It certainly does," says Mann. "It is improving qualitatively each distributor in his district and, in so doing, it enlists the active support of the head of the distributor firm."

"In the competitive days ahead, any manufacturer who distributes through distributors will be wise to spell out each distributor's function in relation to the company's goals. With clear-cut objectives for our distributors we are finding that we avoid drifting with circumstances. We know what we want to accomplish in sales, profit margins, practical costs, and return on investment and advertising."

"Our distributors are happy because the organization and teamwork under the plan make it possible to assign clear-cut responsibility for all functions. Duplication and waste of manpower is eliminated and maximum use is made of the specialized skills which are required to do a good selling job — giving an opportunity for more profit for the distributor and for the dealer."

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

How many Sales Managers are in trouble

because they won't listen to the Real Boss?



Your prospects and customers are the Real Boss you and everyone else in your company are working for. They will buy what you have to sell, IF, and only if they understand its value to them.

The Real Boss speaks softly but wields a big stick. If you listen to him and fit your sales approach to what he needs, you get his orders. If you don't listen to him, competition gets his orders.

The highest cost in all selling and advertising is the cost of guessing what a prospect needs to know before he'll buy. Part of that is guessing what he now knows about your product...or thinks he knows.

Reduce the guesswork and you cut the waste.

How much money is your company pouring into advertising in its various forms (publication, direct mail, booklets, catalogs, manuals, presentations) without first finding out what's important to your Real Boss?



Your most effective and least costly selling effort, be it personal or printed, is that which presents your product in terms of some need your prospect has; some problem he has to solve, some job he wants to do better, faster, easier, at lower cost.

The basis of such selling is knowing, for sure, who the prospect really is, what he does that makes him important to you, and what he thinks about products or services like yours.

Usually a few dollars spent for exploring the Real Boss's views - for depth interviewing of customers and prospects by men who know how to find out what they're doing and planning, and WHY - will cut a lot of guesswork out of your sales and advertising approach and methods.



That's the basis of "Ditch-Digging" Advertising*: knowing - before you say it - what to say, where to say it, and when.

Sincerely yours,

The Schuyler Hopper Co.

REG. U. S. PAT. OFF.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the reduction of guess work in advertising and selling."

AUGUST 15, 1953

35



AMMUNITION—FOR THE BATTLE OF THE BULGE: Many a department store now has a dietetic foods department . . . and, even more important, the super markets are getting into diet foods in a big way. Above: Some typical products that are making news in the field. Dieters can now enjoy wide variety in choice of foods.

Our Dieting Millions: They're Playing Hob with the Food Industry

America's white-hot interest in diets—largely diets to reduce—is bringing about upheaval in many industries. Breads and cereals, sugar, soft drinks, and milk are being strongly affected. Herewith a look at what's happening.

Part II of article in three parts

BY ETNA M. KELLEY*

The little girl who had trouble learning her multiplication has grown up to be an expert at memorizing calorie tables, and she makes far more use of them in her daily living.

She computes calories while she does the family food shopping, while packing lunch for her teen-age daughter, while planning the menu for the bridge luncheon. Invited to dine at a restaurant, she reflects, "This cocktail has 150 calories; I'll drink it and do without a roll at dinner." Her husband may scoff at dieting, but the germ infects him; he finds himself learning to take his coffee black; he foregoes a second helping of a favor-

ite dish and passes up the bedtime snack he used to enjoy.

The calorie count of a food is an important motivating factor in its purchase, ranking with—and, in some cases, outranking — nutritive value, flavor and price.

This has brought about an unprecedented situation in the food world, as industry vies against industry. Equally vigorous are the struggles within certain industries, and various offshoot wars (sugarless vs. sugared soft drinks). Fighting their own individual, but no less serious, battles against the calorie bugaboo are potatoes, macaroni, alcoholic beverages and many other items of food and drink which were formerly accepted on the premise that people

liked them and could afford to buy them.

The challenge is being met in many different ways, in some cases collectively by entire industries, through their associations, and in some cases by individual companies.

Bread, for centuries regarded as "The Staff of Life," is hit hard by what some of its proponents call the "fattening phobia." As a nation, we are eating less breadstuffs and cereal products, and the desire to lose weight, or the fear of gaining, is the chief reason.

Surveys disclose that it is the young women, under forty, who are most influenced by the idea that bread is fattening. Since they set the pattern for future dietary patterns, this is a disquieting prospect for the milling, baking and allied industries. Collectively, and in some cases individually, they are attempting to combat the trend. A few, most of them makers of specialties (Ry-Krisp, Hollywood and the "protein" breads) are actually benefiting by America's slimming mania.

The situation has its paradoxes and contradictions. For example: The public considers bread fattening. But most nutritionists are convinced that it belongs on the reducing table, that it is no more fattening than other types of food. The majority of reducing diets prescribed by doctors include bread.

*Part I of this article appeared in SALES MANAGEMENT for August 1, 1953.

"Learn your breads," recommends nutritionist Dr. Norman Jolliffe, "for they constitute an important part of the reducer's Optional Calorie Budget . . . included in every one of our diets because it is important in every normal diet. It is a valuable source of iron and the B vitamins, thiamine, niacin, and riboflavin. Its energy is slowly released, helping to prevent the 'hollow feeling' which sometimes comes two or three hours after a low-calorie meal. It is admitted that in low-calorie diets not much bread is recommended, but in higher-calorie diets the amount of bread is progressively increased, so that it may be included in several meals."

Another idea blasted by Dr. Jolliffe is that dark and whole wheat flour or "protein" breads are significantly lower in calorie count than white bread. For practical purposes, he maintains, the various types of bread contain so nearly the same number of calories that it is not worth-while to list them separately.

Another authoritative voice lifted in favor of bread on the reducing diet is that of Dr. Ruth Leverton, Professor of Human Nutrition at the University of Nebraska. Under her

direction twelve obese young women tested a 1200-calorie diet for 54 days in 1952. The 21 reasonably-priced foods (65¢ per person per day) included bread, an average of four slices a day for each participant. The girls lost from 12 to 22 pounds each, averaging 19.2 pounds, or 2.5 pounds a week.

Bread or cereal, sometimes both, are traditionally on the American breakfast table, but weight-consciousness is taking its toll there too. That isn't doctor's orders. Those who diet under the guidance of a physician are advised to divide the calorie intake fairly evenly among three meals a day, with a substantial breakfast a "must." There's a reason for this. After a fourteen-hour fast the system tends to transform calories into energy rather than fat, to a greater extent than at other mealtimes. But many weight-watchers, women in particular, have the bad habit of slighting the morning meal.

A great deal is being done to educate the public to an awareness of the value of a hearty breakfast. An Elmo Roper study of the nutritional habits of young women (20 to 40 years old), conducted in 1949 for the

Cereal Institute, revealed that 39% usually ate some solid foods for breakfast; a similar study made in 1952 disclosed that 46% ate solids for breakfast. Another sign of improvement: In 1952 38% estimated they were getting 25% or more of their daily nourishment at breakfast, compared with 31% in 1941. Even so, there are still too many women who skip or cut down on breakfast or lunch—although they believe in three meals a day for their husbands and children. This is tied to their personal fear of overweight. A summary of the results of the latest Roper survey contains the comment, "Reducing is a fairly common practice; fear of gaining weight cuts deep."

More dismally significant were some of the findings of an impartial survey conducted for the Millers' National Federation: that weight-consciousness is widespread and is increasing—"40% of the people interviewed said they had either tried to lose or to gain weight. More than twice as many women have tried to lose weight as men. When asked the method they used, the great majority said they either restricted or cut out

CATCHING THE CALORIE COUNTERS: More and more products are exploiting weight control in their advertising. Sucaryl is providing stiff competition for saccharin. Even liquor is getting on the bandwagon.

for
low-calorie
diets...

SUCARYL
CYCLAMATE, AMBROS

Heat-stable, Non-caloric Sweetener

- * Sweet in cooking
- * no bitter aftertaste
- * tablets in sweetening solution
- * also a caloric solution for low-calorie diets
- * at pharmacies everywhere

LOW CALORIE BACARDI DRINKS
EASY TO MAKE AT HOME

ALL ALCOHOLIC BEVERAGES HAVE CALORIES. Bacardi will help you reduce. Excessive eating isn't. Bacardi, world's largest selling mixer, is low in calories. No sugar or waste is implied that a drink should be substituted for food or that you drink.

Bacardi Old Fashioned. Fewer calories than half a grapefruit!

1. Spoonade in long mixer with a little water in old fashioned glass.
2. Dash of Angostura bitters, 10 dashes.
3. Add ice cubes.
4. Pour 1 oz. Bacardi Silver Label.

Delicious—only 40 calories.

Bacardi Highball. Fewer calories than one egg!

1. Fill highball glass with ice.
2. Add 1 oz. Bacardi Silver Label.
3. Add club soda.

Smooth—only 30 calories.

Bacardi Cuba Libre. Fewer calories than a fork chop!

1. Fill highball glass with ice.
2. Add 1 oz. Bacardi Silver Label and 4 cubes of lime.
3. Stir and serve.

Sipful—only 120 calories.

Bacardi Cocktail. Fewer calories than 2 slices of pineapple!

1. Squeeze juice of half lime into glass.
2. Half teaspoon of sugar and dash of grenadine.
3. Add 1 oz. of Bacardi Silver Label.
4. Shake well with ice and serve.

Delightful—only 35 calories.

Bacardi Daiquiri. Fewer calories than a glass of lemonade!

1. Put 1/2 teaspoon sugar in shaker with crushed ice.
2. Add juice of 1/2 lime.
3. Pour in 1 oz. Bacardi Silver Label.
4. Shake up & strain into.

Wonderful—only 65 calories.

Bacardi and Tonic. Fewer calories than an ounce of lemon juice!

1. Fill highball glass with ice.
2. Add 1 oz. Bacardi Silver Label.
3. Add 1/2 ounce of quinine water.

Refreshing—only 60 calories.

Drink low calorie **BACARDI**

The drink for people of more mind, no less sense. Bacardi, you'll get extra pleasure in the knowledge that Bacardi is low in calories.



Step ahead in this
five billion dollar
market with
**Foundry's
PLUS 5
SERVICE**

What is PLUS 5? It's your key to more business from foundries. It gives every FOUNDRY advertiser a bonus he can get from no other source. Here is help in analyzing this market—studying sales territories and potentials—planning the sales effort—and creating a constructive promotion program to the 5 billion dollar foundry market. It's time to take a new look at this market—and at the unusual selling aids we have for you. Say PLUS 5 to your FOUNDRY representative and he'll show you this 5-step program designed to move more of your products into foundries.

A Penton Publication
FOUNDRY
more than a magazine... a complete
sales development service
Penton Building, Cleveland 13, Ohio

entirely the use of bread, starches and bulky foods."

Two examples of collective action aimed at changing the public's attitude toward bread are:

1. The issuance by the Wheat Flour Institute of a 20-page illustrated pamphlet, "Common Sense Weight Reduction," based on the Leverton diet study described above. It contains menus for 10 days, in 1200- and 1600-calorie versions, adaptable for various weights, occupations, etc., with four slices of bread a day allowed even on the 1200-calorie diet. In addition to the menus the booklet contains "Desirable Weight Charts for Men and Women." It contains no advertising, but there is space for manufacturer or dealer imprint on the back.

2. "Breakfast in the Modern Reducing Diet," a 24-page pamphlet distributed by the Cereal Institute. Written by Dr. Sidney A. Portis, the book furnishes arguments for reducing; tells how to go about it (consult your doctor first, it recommends); covers "fads, fallacies and facts"; gives arguments against skipping breakfast to trim pounds. The section explaining why exercise is an inefficient way to lose weight comments, "To lose one pound, you would have to climb the Washington Monument 48 times!" There are menus for six breakfasts and a chart showing the calorie count of eight breakfast main dishes.

Special Breads Gain Ground

But there are silver-lining aspects in the baked goods picture. Three pioneers in the still young "cater-to-reducers" field have done well through the years and are riding high on the crest of the diet mania. They are National Bakers Services, Inc., which franchises 180 bakery firms to produce Hollywood Bread (made of various vegetable flours); Ralston Purina Co., manufacturers of Ry-Krisp Wafers; and S. B. Thomas, Inc., specialty baking firms, whose Protein Bread has won a high degree of acceptance in eastern markets.

Hollywood Bread is said to be the only nationally-advertised bread, with copy appearing in such magazines as *McCall's*, *Ladies' Home Journal*, *Woman's Home Companion*, *Better Homes and Gardens*, and *Vogue*. It is sold in more than 5,000 cities in the U.S., and in Canada, Alaska and the Hawaiian Islands.

Ry-Krisp, with only 21 calories to the double-wafer, has long been a favorite with reducers. Before Ralston Purina Co. bought it in 1926, it

DRINK AND STAY THIN: Soft drinks that are either low in calorie count or entirely sugar-free are busting out all over.

was distributed in and near Minneapolis, where it was known as "Swedish Bread." Elmer Marshutz of Gardner Advertising Agency (which handles the account) discovered that Madame Sylvia of Hollywood, a Danish masseuse, recommended the bread to overweight patrons. She was soon plugging the product on 15-minute radio programs, and from that time till now, the manufacturer has used testimonial advertising extensively to win customers. (Two prominent testifiers: Marian Talley and Elsa Maxwell.)

Ralston offers more than its wafers to reducers. On the back of the Ry-Krisp package is a condensation of diets offered by the company in booklet form, so compactly arranged that one could set up a reducing regime and lose weight by following it—without other advice. One booklet offered called "The Weight Watcher on the Trail of the Creeping Pound," is addressed primarily to those who want to prevent overweight. Another, "Through the Looking Glass," is addressed to teen-agers. "Design for Reducing," an 18-page booklet, has basic diet information for men and women, with menus and recipes. Treatment is bright, informal.

As an example, the first section of the booklet for teen-agers contains amusing drawings about such clichés as, "I was born fat," "I come from a fat family," "I eat only one big meal a day." The company's current advertising, which appears nationally, is also in a light vein, a recent typical

insertion portraying the unhappiness of a fat lady gazing into a shop window, the headline reading, "So . . . the pretty clothes don't come in your size."

Another member of the baking industry that jumped in early to get a share of dieters' purchases is S. B. Thomas, Inc., Long Island City, N. Y. Originally (and still) a baker of English muffins, the firm first branched out by adding a gluten bread for diabetics. After building a good market for it among hospitals, the firm brought out a modified version of the bread, also low in calories, for the general public. Acceptance has grown at a gratifying rate during the last calorie-conscious decade. The product has near-saturation distribution in the Metropolitan New York area, and to a lesser extent all along the eastern seaboard and as far west as Cleveland.

The success of Thomas's Protein Bread has attracted imitators. (About six "protein" breads have appeared in the last two years on the New York market alone.) Up to the present, none has dislodged the pioneer.

Thomas's Protein Bread is advertised in newspapers, in regional magazines, and with subway posters—always with the "reducing" theme. Current copy compares calories ("Three slices contain 21 less calories than a cup of prune juice."), and, borrowing a leaf from the appetite depressants, recommends eating some of the bread "*first thing*" at every meal," to ward off the temptation to eat too big a meal. Recent copy has included the offer of a copy of "A Diet to Lose Two Pounds a Week Safely."

Competition in Sweets

The greatest competition for dieters' dollars is among companies that cater to the nation's sweet tooth. There are many contenders, with the sugar industry in a particularly vulnerable spot. It must contend against practically all other types of foods and even against non-foods, such as chewing gum and tobacco. (Remember "Reach for a Lucky Instead of a Sweet"?) Then there's the ominous threat to sugar in the rising popularity of the synthetic, or non-nutritive, sweeteners. There's also keen competition between the non-nutritives. The biggest names in this field are Monsanto Chemical Co., largest producer of saccharin, sold in bulk to other firms that market it under their own trade names; and Abbott Laboratories, whose relatively new Sucaryl is widely accepted.



**"I KNEW
I'D FIND IT
RIGHT HERE
IN THE RECORD"**

When polled* recently on the types of advertising they find most helpful, 77% of the TROY shoppers picked *newspaper advertising*. Then came window displays, 44%; TV, 20%; radio, 12% and direct mail, 14%.

We are proud of this 77% score because we know that most of these shoppers are referring to us for we have 99% coverage of the 123,000 consumers in the TROY CITY ZONE.

Put our pulling power to work selling your product.

RATE: 18c

COVERAGE: 99%

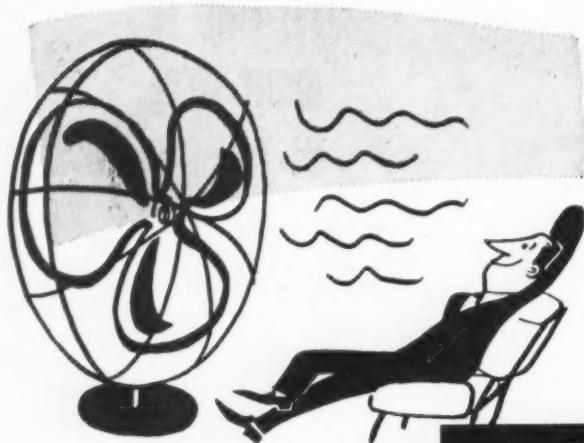
CIRCULATION: 46,547

*Survey made by the Troy C. of C. and the N.Y. State Dept. of Commerce.

THE RECORD NEWSPAPERS

- THE TROY RECORD •
 - THE TIMES RECORD •
- TROY, N. Y.

"This is the size we use in the Growing Greensboro Market!"

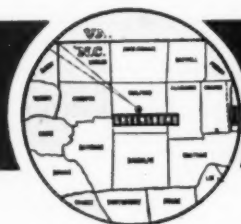


IT'S A BREEZE to make bigger sales in the South's No. 1 State, when you turn on your message in the Growing Greensboro Market! . . . The effective buying power in this North Carolina major market amounts to \$847-million—1/5 of the state's total, concentrated in 1/6 of the population . . . These folks account for 1/5 of ALL retail, food, furniture-household-and-radio, and general merchandise sales made in North Carolina! . . . You can cash in on this year-round selling center of the Carolinas—when you use the 100,000 daily circulation of the GREENSBORO NEWS and RECORD. . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

In this picture, too, are the makers of soft drinks, some of them adapting to the times by offering "new, reduced in calories" drinks (Pepsi-Cola advertising theme) and others, notably Cott Beverage Corp. and Kirsch Beverages, Inc. are plugging sugarless, non-calorie drinks flavored with non-nutritive sweeteners.

The American Sugar Refining Co. is not taking this lying down. As Joseph W. Mooney, the firm's vice-president, puts it: "Too often sugar has been the focal point of reducing plans, diets and articles on ways to lose weight. The time has come to fight back for sugar's true and natural place in the well-balanced diet."

American Sugar's current strategy centers around an advertising campaign, with insertions in 280 newspapers and (in color) in *Life* magazine. Under "Which-Is-Less-Fattening?" headlines, are comparisons: "3 teaspoons of Pure Domino Sugar contain fewer calories than one-half medium grapefruit," (or "an apple . . . or a boiled egg, etc."). Copy points out that these are "fine" or "excellent" foods—"but sugar, too, is nutritionally important in the well-balanced diet you need for good health."

Saccharin was the first product sold by Monsanto Chemical Co., one of the biggest bulk producers in the field. Approximately 400 times as sweet as sugar, it reaches the consumer through large drug houses, which process and tabletize it, usually offering it in bottles of 100 and 1,000 one-quarter grain tablets, each the equal in sweetening value to one teaspoonful of sugar. Besides its non-caloric quality, appealing to diabetics and reducers alike, it is economical—the 1,000-tablet bottle sells for about 37c in chain drug stores.

It's on the Label

Saccharin saw some hard legislative sledding in its early days, when it was defended by Monsanto against detractors who considered it unsafe. Through the years the subject was explored, and the Food and Drug Administration has long since given it a clean bill of health as a food additive. No well-informed person considers it toxic, but watchful government authorities evince some concern that its use (in view of the fact that it has no food value) might constitute adulteration. The govern-

ment's solution is the requirement that the label of any product which contains saccharin—which is, or has traditionally been known as a food (dietetic-packed fruits, soft-drinks, etc.)—specify that it be used only "by persons who must restrict their intake of ordinary sweets." Commercially produced foods sweetened with Sucaryl carry similar statements on their labels.

Until three years ago, saccharin had a corner on the market made up of diabetics and sugar-shy reducers. Early in 1950 the picture changed, with the introduction of a competing non-nutritive, sodium cyclchexyl sulfamate, sold by Abbott Laboratories under the trade name Sucaryl.

Abbott campaigned vigorously for sales, advertised not only in medical and drug trade journals, but also in health and home economics journals, including *Your Health*, which goes to consumers. A consumer booklet, "Calorie Saving Recipes," has been widely distributed through physicians and drug stores and, by mail, to anyone who requests it.

Abbott has also gone out after the industrial market. Sucaryl is increasingly used as a sweetener in soft drinks, canned and baked goods, and

other processed foods. More expensive than sugar and with considerably less sweetening power, it suffers a price disadvantage when compared with saccharin, but it has nevertheless gained wide market acceptance.

Sucaryl advertising stresses "no bitter aftertaste," "stays sweet in cooking," and the availability of a calcium compound version of the product for persons on low-sodium diets.

This has put saccharin in a "delicate" position, since one might infer that saccharin leaves a bitter aftertaste. Its defenders claim that any unpleasant aftertaste is the result of excessive use; the product, having high sweetening power, is vulnerable in that respect. As to heat stability, Monsanto claims that saccharin can stand cooking temperatures up to 450 degrees—higher than usually encountered in home kitchens. As to the "recommended for low-sodium diets" claim for Sucaryl, Monsanto maintains that saccharin contains so little sodium that it is also "recommended for low-sodium diets."

It is Monsanto's contention that saccharin should properly be regarded as a seasoning, like salt. (Many of the condiments people eat and enjoy are without food value.)

Since saccharin is sold in bulk to other companies, Monsanto has not in the past promoted it as a branded item to consumers. It has conducted a consumer education campaign through recipe booklets, three of which have been issued since 1950. The latest of these, compiled by Edith M. Barber, nutrition authority, has over 70 recipes, with calorie count, in its 44 pages, and is attractively illustrated in color.

Bottlers in a Dither

Both saccharin and Sucaryl are benefiting from the legislative and public acceptance they now have as a safe means of putting sweetness into foods without adding calories. And while sugar is losing some of its market, as a result of the public's calorie-consciousness, its position remains strong. The non-nutritives, for example, have no thickening power; they do not caramelize nor form a syrup—qualities required for many sugar uses. At this stage, it appears that there is room for both types of sweeteners.

There's a cleavage in the carbonated beverage industry, as some of its members abandon the "wholesome,

nutritious" sales theme in favor of "Reduced in calories" (Pepsi-Cola). Other companies, now using non-nutritive sweeteners for at least part of their output, are bearing down hard on the "no calories—non-fattening" theme. Dozens, perhaps hundreds, of bottlers are pursuing the latter course, some of them (for example, Kirsch Beverages, Inc.) concentrate all promotional activities on sugarless lines.

Bottlers find themselves in a dilemma. Over-emphasis on the "non-fattening" quality of sugarless drinks implies that the rest of their output, sweetened with sugar, is fattening.

How long will the present reducing mania last? If it ebbs, what will happen to the bottler identified with the production of a "no-food value" line of drinks. Will children, important consumers of soft drinks, be encouraged or permitted to use the "no-calorie" beverages?

Another sidelight is this: A carbonated beverage which contains about 10% sugar has approximately 100 calories in an 8-oz. glass. Some foods ordinarily found in reducing diets contain as many, or more, calories—among them milk, orange and grapefruit juice.



"United Pre-Planned Moving surely saved us time and money"

● Yes, when United Van Lines moves sales and executive personnel, everybody is happy . . .

Let United take the details off your hands by **Pre-Planning** the move in advance. Just dial your United agent, and ask him to take over!

There's a helpful United agent nearby. Look for him in the classified phone book; call the number, give him your order, and relax!

Write for your United Rate Calculator to help determine moving costs. We will also send a helpful United Moving Kit.

UNITED VANS EXCLUSIVELY
ARE  SANITIZED
FOR YOUR PROTECTION



United VAN LINES, INC.

MOVING WITH CARE EVERYWHERE
OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI



Enjoy this superlative resort at a **LOW Group RATE**

There is no finer place to hold a group meeting—this magnificent resort hotel with every facility and a resourceful staff. Superb food and service. Golf on championship courses (playable two thirds of the time during winter). Swimming in indoor pool.

Now you can enjoy all its advantages during the winter at an all-inclusive group rate which covers room, meals, golf, swimming, Old White Club, meeting rooms, gratuities to dining room personnel, maids, bellmen on arrival and departure.

Effective Nov. 23, 1953 to Mar. 14, 1954

\$17 per person, per day, double • **\$19** per person, per day, single

The Greenbrier
WHITE SULPHUR SPRINGS
WEST VIRGINIA

Overnight by C & O streamliner from principal eastern and midwestern cities.

Telephone: White Sulphur Springs 110
Teletype: White Sulphur Springs 166

Or inquire of Greenbrier Offices in:

New York, 588 Fifth Avenue • JU 6-5500
Chicago, 77 W. Washington St. • RA 6-6025
Washington, Investment Bldg. • RE 7-2642
Boston, 73 Tremont Street • LA 3-4497

Sugarless soft drinks are not new, but until a year or two ago they were saccharin-flavored and sold chiefly in drug stores. In 1951 Martin Beverage Co., New York City, brought out a line of carbonated beverages sweetened with Sucaryl, under the trade name "Lo-Cal." Although the firm still makes its line of sugar-sweetened drinks, it has done well with its five Sucaryl-sweetened flavors, for which it now has distribution in six states, and, according to the president, is "far behind in filling orders."

In the spring of 1952 Kirsch Beverages, Inc., Brooklyn, brought out a line of five flavors, also sweetened with Sucaryl, under the trade name, "No-Cal." With aggressive promotion, the product won excellent acceptance in the New York market. This year's advertising campaign has been stepped up, with one-sixth pages in newspapers, radio, and magazines with regional editions for the New York area. The product has near-saturation distribution in that market, in super markets and other stores where bottled soft drinks are sold, in confectionery shops, etc.

Another pioneer was Cott Beverage Corp., New Haven, Conn., which brought out a line of Sucaryl-flavored drinks nine months ago, and now has distribution for them in all its territories where sugarless drinks may legally be sold—in all the New England States, New York, Illinois, Missouri, New Jersey, Florida, and Washington, D.C. Cott promotes the line through newspapers, radio, television, magazines and point-of-purchase material, and continues to advertise its regular line by such reminders as: "In 'Sugar' Beverages too—Get Cott Quality." Doctors are also given details, and offered samples. With this line in production less than a year, the company has no basis for comparison against past performance, but expects that the first year's volume will run about one-tenth of total production, or a million cases.

New Soft Drinks

It has just been announced that Dietonic Corp., a new subsidiary of White Rock Bottling Co., will introduce a line of non-fattening soft drinks under the trade name Dietonic. Five flavors will be available: ginger ale, lemon lime, root beer, cola, and cream; in 16-oz. bottles, each containing less than nine calories. A test campaign is being conducted in the Los Angeles area, where more than 1,000 outlets have been signed up. Advertising, in newspapers and on

radio and TV, is handled by Roy S. Durstine, Inc.

In the carbonated beverage industry there's a strong tendency to "follow the leader." For example, the pattern for the no-calorie drinks in the New York market has been set along this line: five flavors (ginger ale, cola, cream soda, black cherry and root beer); in 16-oz. bottles, two for 29c, no deposit. Cott, strongest in New England, has four of the flavors found in New York, but instead of black cherry has two fruit flavors—grape and raspberry. Cott uses throw-away bottles, two for 29c, but in the 12-oz. instead of the 16-oz. size.

Bottlenecks in Bottles

Being saddled with the throwaway bottle custom (probably used at first as a means of attracting users) has turned out to be a headache for the industry. Bottlers repeatedly complain "We're way behind filling orders." Bottle manufacturers, geared to fill seasonal requirements on the basis of 20 to 25 trips per soft drink bottle, were unprepared for the avalanche of orders. The story will probably be different next year, since advance planning and off-schedule production should enable manufacturers to build a stockpile of bottles for this throw-away trade. It is unlikely that they will build new furnaces, since the "no calorie drink industry could fall flat on its face," as one manufacturer put it; or it could switch to no-deposit bottles.

Is the dieting mania good or bad for the dairy industry? It is difficult to determine, since so many factors are involved. If you go on a reducing diet, you will probably cut down on (or forego altogether) ice cream, custards, malted milks and whipped cream. If you are dieting under the guidance of your doctor (as you should be) you will drink milk every day, perhaps two glasses, and most likely it will be skim milk. Chances are you will be allowed a small or medium-size pat of butter or margarine two or three times daily. And it's a good bet that you will be urged to eat cottage cheese several times a week. Maybe you will drink butter-milk, heeding the recommendation on the Borden carton for that product, "Fat Free . . . Ideal for any reducing diet."

A review of hundreds of reducing diet menus studied during the research for this article failed to uncover more than two menus which did not recommend milk or milk products at least twice daily, while the average was considerably higher.

SALES MANAGEMENT

Acting collectively on several fronts, the dairy industry is fighting to keep dieters within the ranks of consumers of milk products. Those who wish to gain weight take for granted they must join those ranks. And, to an increasing degree, this is true of those intent on reducing.

Nutritionists have put milk on the reducing diet, because it is a valuable source of protein and calcium. The dairy industry is capitalizing on this, through various educational and promotional activities.

"Ice Cream Diet Tried by Fat Men," was the somewhat misleading, but attention-getting, headline of a recent story in a New York newspaper, nationally distributed also by United Press. It boiled down to an announcement that 40 members of the board of directors of the National Dairy Association were going on a 90-day diet (some 1,400 calories, others 1,800) which includes milk, ice cream, cheese and other dairy products usually considered fattening. This is part of a continuing program sponsored by the Council, the two chief tools of which are the folder, "Weight Reduction Through Diet (with foods everyone likes)," and a

16-page booklet, "Your Food Today Shapes Your Figure Tomorrow."

The Council's literature mentions skim milk only as an alternate: for example, replace a cup of whole milk by a cup of skim milk plus a medium pat of butter. But those outside the industry who plan reducing diets tend to specify skim milk. They point out that it has only half the calories of whole milk, but all its nutrients except fat and Vitamin A, easily obtained through other foods. Consequently, thousands of weight-conscious persons are drinking skim milk.

This brings us to a wing of the dairy industry which has a right to cheer over the nation's current calorie-consciousness: the producers of non-fat dry milk solids. Available in powder form, when reliquefied in specified proportions it has the same food value as fresh skim milk. It is economical, averaging eight to nine cents a quart. A one-pound carton makes five quarts of liquid milk, and is a delight to the woman who walks home from the grocery store with a heavy shopping bag. When kept in the carton, dry milk remains fresh for

Is Your Name on this
List of Firms using

THE NEW F. W. DODGE CORP. "PLANNING KIT FOR OUR NEW HOME"

These firms now rely on the "Planning Kit" to put their consumer literature in the hands of verified home planners.

Airtemp Division - Chrysler Corporation	Goodyear Tire & Rubber Company
American Kitchen Div. - Avco Mfg. Corp.	Hall-Mark Company
American Radiator & Standard Sanitary Corp.	Henry Furnace Company
American Telephone & Telegraph Company	Kimberly-Clark Corporation
Bendix Home Appliances, Incorporated	Mosaic Tile Company
Bryant Heater Company	National Electric Products Corporation
Philip Carey Manufacturing Company	C. A. Olsen Company
Crosley Division - Avco Mfg. Corp.	Pittsburgh Plate Glass Co. - Glass Division
Douglas Fir Plywood Association	Pyroflex Gas Company
Ez Way Sales, Incorporated	Pyrene and Company
The Formica Company	Robbins and Myers, Incorporated
General Bronze Corp. - Aluminite Division	R. O. W. Sales Company
General Electric Company - Chemical Division	F. C. Russell Company
Lamp Division	Ruid Manufacturing Company
Major Appliances Division	Schlage Lock Company
	Toledo Desk & Fixture Corporation
	Universal Rundle Corp.
	Waterman Waterbury Company
	Youngstown Kitchens - Mullins Mfg. Corp.

If your name is not on this list, why not find out today just how efficiently and at small cost the "Planning Kit" can increase your sales? Write or call today —

Consumer Services Department

F. W. DODGE CORP.

119 West 40 St., N. Y. 18 • OXford 5-3000

Got a stake in the new home market?

THEN

YOU'LL WANT THE FACTS ON

planning kit

FOR OUR NEW HOME

The new consumer, direct mail, promotional service of F. W. Dodge Corporation—not a magazine, not a catalog, but a *bright new* service for the national manufacturer anxious to serve known prospects planning custom-built new homes.

For presentation,
write or 'phone:

Consumer Services Department

F. W. DODGE CORPORATION

119 West 40th Street • New York 18, New York • OXford 5-3000

Rains Soak Southwest

BOUNTIFUL RAINS have visited Oklahoma and Texas.

Most areas have been soaked.

Farmers and ranchmen are rejoicing over prospects of a good cotton crop, excellent late feed, an additional cutting of alfalfa, and extra tonnage of prairie hay.

Pastures are green again and livestock are assured of ample drinking water and improved range feed.

Agricultural buying is responding to the new and general moisture. Prospects for fall business in the Southwest are bright. Soil in the wheat country is in good shape for seeding the 1954 crop. Farmers, with ample cash reserves and credit, are now spending for all commodities. Optimism at the "grass roots" is spreading to local buying centers and from there into the metropolitan markets.

BOUNTIFUL RAINS are bringing bountiful business to merchants and dealers of Oklahoma and Texas.

THE OKLAHOMAN & TIMES THE FARMER-STOCKMAN

Oklahoma City, Oklahoma

Published by: The Oklahoma Publishing Co.

Represented by The Katz Agency, Inc.

Sales Management
THE MAGAZINE OF MARKETING



132 Days 'til Christmas

But Time Now

To Select Company Gifts for
CUSTOMERS • FRIENDS • EMPLOYEES

... This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available.

Here are some of the questions answered by SM . . .

- How many give gifts?
- What they give?
- To whom?
- The price?
- Type of gift?
- How salesmen feel about program?
- Distribution and follow ups?
- Gift plans for employees?
- Most satisfactory gifts sent?
- Most satisfactory gifts received?

OVER 500 DIFFERENT COMPANY GIFT IDEAS
in the September 1 issue

months, even after the package has been opened. (But once reconstituted, it must be refrigerated like any other liquid milk.) It has numerous cooking uses and can be added to dry ingredients without first reliquefying. With all these advantages, it is not surprising that production rose from 477 million pounds in 1948 to 669 million in 1952, the last figure representing a 12.5% increase above the 1951 total.

Economy and the product's other good points have contributed to this gain, which is especially significant in the face of a sharp drop in the use of dry whole milk. The industry is making little effort to capitalize on the value of nonfat dry milk solids in reducing diets, though it is obvious that the descriptive term "nonfat" (imposed by the government) has been a potent sales stimulus during the last few diet-mad years.

One can only guess that the dry milk processors believe that the reducing market is theirs—without the necessity for any effort on their part. There is evidence to support this theory. Published books and articles on dieting to reduce and weight-control menus recommended by nutritionists regularly recommend the use of nonfat dry milk solids, usually with the comment that the calorie count is half that of whole milk.

Dry Milk Products Gain

There are upwards of 200 dry milk manufacturers in the U.S., most of them with only regional distribution. Borden, biggest in the field, pioneered by introducing Starlac a decade ago, now has nationwide distribution for it. The company has conducted an aggressive promotional and educational campaign and has undoubtedly done much to win the widespread consumer acceptance the entire industry is beginning to enjoy. Other big producers are Land O' Lakes Creameries, H. P. Hood & Sons, Dairymen's League Cooperative Association, Golden State Co. In a bid to obtain national distribution, Pet Milk Co. has been using full-page advertisements in newspapers in various cities to promote the firm's product, unique in that it is packed in a screw-top two-quart jar. Housewives will like the screw-top feature, but this may not offset the weight of the jar in comparison with the cardboard cartons used by other producers. There is also some question as to the effect of light on the vitamins in the milk.

As an example of a regional manufacturer that seems destined to carve

SALES MANAGEMENT

YOUR MARKET



READS

ARMY TIMES

AIR FORCE

TIMES

NAVY TIMES

American servicemen and their families, a billion dollar market, read these weekly newspapers. Sell to these consumers through advertising in this network of papers, published in 12 editions all over the world. Ask for free market data book. **LOWEST COST PER 1,000 READERS GREATEST SERVICE COVERAGE!**

ARMY TIMES • NAVY TIMES • AIR FORCE TIMES

**ARMY TIMES
PUBLISHING CO.**

3132 M. ST. N. W.
WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO

if your product is
sold to the **NEGRO**

your advertising
in **EBONY** will
persuade them to buy
*ask your agency

EBONY

Johnson Publishing Co., Inc.
1820 South Michigan Avenue, Chicago, Ill.
New York Office: 55 West 42nd Street
Los Angeles Office: 1127 Wilshire Blvd.

out a sizable market, there's Weldon Farm Products, Inc., New York, which makes Alba—found in most big super markets in the Metropolitan N.Y. area, and in somewhat less concentrated distribution in New England and at other points on the Atlantic Seaboard. There is also spotty distribution in St. Louis, Chicago and in the South. Promotion-minded, the firm conducts an educational campaign in behalf of the product and puts out a recipe booklet, "18 Tempting Tricks with Alba," and various other literature. Alba is advertised on Carlton Frederick's radio program on WMGM.

Dry Milk Future?

Production of dry milk (both whole and nonfat) gained momentum during World War II, largely because it could be economically transported to all points of the globe. Because of its various advantages (high nutrition, keeping quality, compactness, etc.) nonfat dry milk would undoubtedly have gained a permanent place in American kitchens, but it has been enormously benefited by the fact that "nonfat" is a magic term today.

Will the various producers continue to refrain from actively campaigning to capture the patronage of weight-watchers? In contrast with the merchandising methods of manufacturers of other types of products suitable for this market, their restraint is remarkable. Are they afraid that the slimming mania may not last, and that the low-in-calories quality, now such an asset, may lose its appeal? Are they influenced by the traditional feeling that the "cream" is the best, synonymous with quality, and that it is wise not to remind the public that it is the cream (for example, the fat) that their product lacks? Still another possibility is that some of those in this field are also producers of other dairy items containing fat, or that they are subsidiaries or divisions of corporations that sell butter, margarine, evaporated milk, etc.—all of which are not fat-free.

The industry is still young. At this writing, Starlac is the only brand with national distribution. The picture is changing rapidly, and competition will undoubtedly become keener. As this happens, some manufacturers may have a change of heart and decide to identify their brands as being particularly useful in reducing diets.

(Part III of this article, discussing the distribution of dietetic foods, will appear in Sales Management for Sept. 1.—The Editors).

YOUR AD

in

**AIR FORCE
DAILY**

REACHES THOUSANDS

of USAF personnel and their families in Great Britain, Europe and North Africa. Printed at the *London Times* and distributed by air Monday through Friday, Air Force Daily is the selling force to an exclusive, multi-million-dollar market. Get copies, rates and information from nearest office.

AIR FORCE DAILY

**ARMY TIMES
PUBLISHING CO.**

3132 M. ST. N. W.
WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO

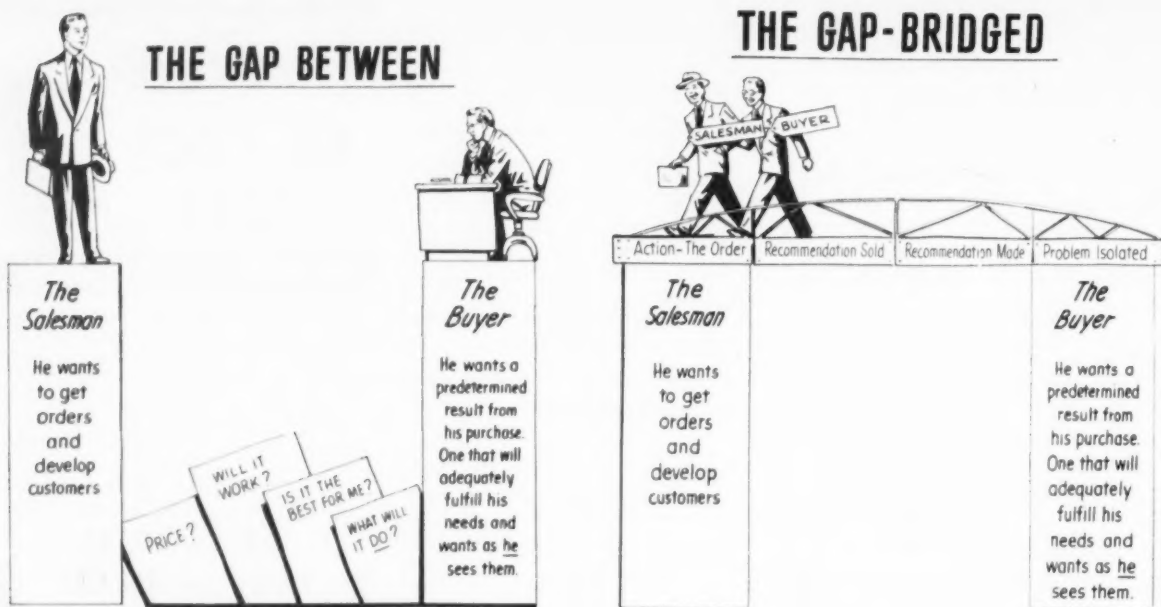
We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



**The Courier-Journal
THE LOUISVILLE TIMES**

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.



THE SALESMAN'S JOB is to understand the nature of the "gap" that always exists between buyer and seller, and then to develop a step-by-step sales presentation that will bridge it. The author will have much more to say about the "gap"—and the phases of the sales process—as this series goes on.

Wanted: More Creative Selling For Products Sold to Industry

I. Better Selling Begins with Top Management *

This is the crux of our industrial sales problem: We haven't matched our superior engineering skills with equally superior techniques of salesmanship. What can we do about it? These articles will provide some practical answers.

BY ALAN E. TURNER • Late President, Amercoat Corp.
in collaboration with A. R. Hahn, Managing Editor

What's wrong with industrial salesmanship? In the fewest possible words "there's too little of it."

True, most companies that operate in the industrial market maintain a sales force, but the men who comprise these groups are preponderantly

routine territory men, who lack understanding of and skill in the practice of modern salesmanship.

The fault lies, not with the sales force, but with top management. Engineering and manufacturing skills have predominated in most of these

organizations. Sales skill is a rarity. Thus the thinking is "from the front door in" rather than "from the front door out." Too much emphasis is placed on the company, its plants, its products *per se*; too little on the prospective purchaser, *his* operations and *his* needs.

These companies fall into one of two categories:

1. Companies to whom the industrial field is a side issue, interesting because it promises volume, but not sufficiently important to warrant special study and special effort.

2. Companies operated primarily with an engineering viewpoint; product-minded, figure-minded, accustomed to dealing in absolutes; lacking in understanding of buying mo-

*Part I of a series of five articles.

tives and of the intermediate steps which are a part of the process that produces orders.

The first category needs no discussion, for it is presumed that these companies are aware of existent circumstances and do not wish to change them.

Those in the second category are interested in more constructive salesmanship and in methods by which modern sales principles can be incorporated into their own activities. It is to them that this series of articles is addressed.

Let it be clearly understood at the outset, however, that this is no simple task. Any program designed to improve the techniques of the sales engineer or the salesman (call him what you will) who sells to industry, begins not with the salesman but at the top of the management structure, in the home office. As our discussion develops it will become evident that months of groundwork at the general management level must precede any change in field operations.

As a first step, let us debunk three great fallacies:

The "Mouse Trap" Legend

Lest you forget, the old bromide goes like this—

"If a man builds a better mouse trap than his neighbor, the world will beat a path to his door even though it be in the heart of the wilderness."

There may have been some truth in this fiction in the days when Elbert Hubbard first created it, but I doubt it. Certainly it should have no credence today when the "paths" are being built to the prospective customer's door in ever-increasing numbers, and are well trodden by a host of "representatives" seeking the elusive order.

It is unlikely that any company or executive would acknowledge a belief in Hubbard's hokum, but it is amazing the extent to which this philosophy is practiced in the industrial field.

Talk to the average manufacturer and he will extol the virtues of his company; its fine new modern plant; the precision and/or uniformity with which its products are produced; the beauties of its packaging; etc.

Ask him, "Why should anyone be interested in buying your products?" and he will either look at you as though you were bereft of your senses, or he will repeat the virtues of "we" and "us."

The emphasis is all on the *making*, with little or none on *selling*.

Much of this attitude stems from the fact that industry has basic requirements in order to function. Con-

tinuous supplies of raw materials, expendable small tools, packaging and shipping containers, must be procured to keep the plant in operation. The vast dollar total of these items misleads many potential suppliers into believing that they merely have to show their wares to be welcomed with open arms. With the exception of brief periods of critical shortages (such as steel) this is seldom true. They still have to be *sold*.

"Salesmen are Born Not Made"

This myth has been exploded insofar as the selling world generally is concerned; though it still persists in some places. Obviously, it would be a distinct advantage, both time and money-wise, if an adequate number of "ready-made" salesmen could be found, but if industry had to depend only on the "born" salesmen, business would slow down to a snail's pace. Such "births" are too infrequent.

It is my conviction, after many years of being directly connected with sales work, that any honest, sincere, reasonably intelligent man who likes people, who has a sincere desire to serve in a given field, who is willing to work, to apply himself conscientiously, intelligently and persistently, and who is willing to follow a *plan* and learn by his mistakes can become a successful salesman. This is assuming, of course, that he has a worthwhile product or service to sell, and that he has reasonably capable management and intelligent leadership and supervision.

A good personality helps, for selling is a business of dealing with people, but it is not the complete answer. Over-emphasis on personality is likely to backfire. I have known a number

of men, blessed with excellent personalities, who found the going so easy that they ignored the other requirements, and never rose above mediocrity. On the contrary, many men have succeeded in sales work despite an inadequate personality.

The great handicap, in building salesmen, is that too few companies (particularly in the industrial sales field) have a well-rounded program. Such a program should include:

1. A basic sales plan; including methods and techniques.
2. Adequate facilities and personnel for training new men, in accordance with the basic plan.
3. A follow-through method of coaching new men in the field, until they find by actual field experience that the theories taught them in training sessions are fact, and will work.

In too many companies new men are ignored during the early stages when their need for help, guidance and encouragement is greatest. Everyone is busy with his own problems and unless or until the new man is able to crack through with substantial orders, he is likely to be left to sink or swim on his own.

"If a Man Can Sell— He Can Sell Anything"

There might be some basis for accepting this philosophy if modern salesmanship consisted only of spell-binding—of black magic or some form of wizardry by which people were mesmerized into showering the

Editor's Note

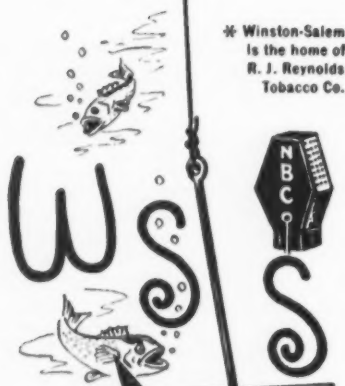
Alan Turner's death in December of last year came at a time when he, in collaboration with Sales Management's editors, was at work on a comprehensive series of articles dealing with various aspects of industrial selling.

The sections of the discussion which were either finished, or in rough manuscript form at that time, will now appear in consecutive issues. They deal with the management approach to industrial selling, analysis of the nature of the individual company's selling problem, aspects of the sales process, and the peculiar problems involved in group selling.

Mr. Turner will be remembered by many Sales Management readers as a former treasurer of National Sales Executives, Inc. (then the National Federation of Sales Executives), a post he held while he was in charge of sales for the H. B. Davis Paint Co. Mr. Turner left Davis to work with management consulting firms in New York, later moved to Los Angeles to set up the Amercoat subsidiary of American Pipe & Construction Co. He was president of this company at the time of his death.

SELL MORE IN THE SOUTH'S No. 1 State!

*A Lucky Strike
in the
Camel City **



* Winston-Salem
is the home of
R. J. Reynolds
Tobacco Co.

**DRUG
SALES**

FOR

WINSTON-SALEM'S

WSJS

**15-COUNTY
MARKET**

\$16,949,000*

*Sales Management,
1953 Survey of Buying Power

Recent official Hooper Ratings
show WSJS, the Journal-Sentinel
Station, **FIRST** in the morning—
FIRST in the afternoon—**FIRST** in
the evening! For the finest in
AM-FM coverage, it's WSJS
in Winston-Salem.

Represented by: **HEADLEY-REED CO.**

alleged salesman with orders. Or, as more than one person has conceived it, "the gift of gab."

But successful salesmanship is not that simple. Not only do sales techniques vary with the product, with the type of customer who makes up the natural market for that product and with the manner in which the product is to fulfill its fundamental purpose; but the detailed application of those techniques may be a challenge to some men and anathema to others.

Every experienced sales manager has encountered the excellent missionary man or "bird dog" who can interest prospective customers up to a point, but lacks the faculty of closing orders. Likewise, there is the closer who works best only when the preliminary work has been done for him. There is the man who is happy only when he is getting orders every day; and conversely the man who enjoys complete satisfaction when he secures a contract or an order only after he has had to clear a number of intermediate hurdles and convince the customer that his long-term interest will be best served.

These men can no more be interchanged, successfully, than can the working parts of a grandfather's clock with the delicate mechanism of a tiny wrist watch.

Thus it is important to determine the types of men best suited to your particular sales activity, men to whom the sales job will be a real challenge and who will derive the utmost in human satisfaction from meeting that challenge successfully.

Defining Salesmanship

So much for the fallacies. What is this elusive thing called "salesmanship?"

Reduced to its simplest terms, salesmanship is the difference between merely offering your goods for sale, and convincing the prospective buyer that your product and/or service provide the best value (and therefore the best buy) with respect to his particular needs.

The practice of salesmanship thus involves not only a knowledge of your own products, but at least some knowledge and understanding of the buyer's business, his problems and requirements, his human reactions and buying habits.

There is an old legal contract phrase: "There must be a meeting of the minds." It applies equally to a sale (an agreement to purchase). Unless there is a meeting of the minds, the sale cannot be consummated.

Initially, as a rule, there is no accord. The salesman is intent on getting an order. The buyer, on the contrary, is concerned with his own problems and affairs (of which placing an order is normally not one) and is interested only in satisfying his own needs as he sees them. There exists a basic gap between salesman and buyer.

The average "salesman" ignores this fundamental difference and puts his effort behind obvious order-seeking, making little or no effort to rationalize his desires to the needs and attitude of the buyer.

The result is that these two unreconciled viewpoints run parallel like a pair of railroad tracks and never get together. Unless the salesman changes his tactics he is likely to go orderless and ultimately wear out his welcome.

A Typical Sales Problem

For example, Amercoat produces a line of protective coatings especially formulated for the control of industrial corrosion and contamination. The cost of these coatings, per gallon and per square foot when applied, is substantially higher than that of conventional paint. The benefit to the buyer of Amercoat products and coating systems, is that they will perform adequately and longer in severe corrosion services—services which conventional paint cannot handle.

The gap between the buyer and ourselves at the outset, therefore, is the question of the presence of a corrosion problem and the degree of its severity. If there is no problem, or only a minor one, we have nothing of interest for the buyer. We could stand on our side of the gap and expatiate on the virtues of our company, the synthetic resins we employ, the care with which our products are formulated, etc., without gaining anything. Only if and when we can isolate a specific problem are we able to offer anything of interest to the buyer.

Our sales engineers are instructed: "Avoid product talk. Amercoat products have no value except as part of a method of controlling specific corrosion problems. Discuss them only in relation to a specific problem."

We do not believe that the average buyer cares what we use as a basis for our products. His only interest is in whether or not they will do the job. If they do the job, fine; if not, he would not be impressed even if 24 karat gold leaf were the basic ingredient.

This principle applies throughout the industrial market. Every product

SALES MANAGEMENT

must offer some worth-while result to the prospective buyer.

It is this result which needs to be stressed, particularly in the early stages of developing a prospect. It is the only way in which the salesman can get over on the buyer's side of the gap.

Not until genuine interest in the result which accrues to the buyer has been created, will "product talk," "us, our company, our many satisfied customers" have a place.

In the building or rebuilding of a sales organization, top management must take the lead. The belief that "an organization's methods of operation are but a reflection of the philosophy of the men at the top" is even more applicable to sales activity than to the other functions of business. Salesmanship is largely intangible and the particular sales philosophy under which a company markets its products must be fully supported by top management if it is to be continuous and successful.


A Top Management Function


Management, therefore, should go further than mere sponsorship. It should take the initiative and play an active part. Management should:

1. Recognize and admit the need.
2. Set up the project on a long-term basis. Salesmen are individuals; their habits, methods and attitudes cannot be revamped overnight. Nor can new men be found, trained and successfully launched in exact accordance with a pre-conceived timetable.
3. Place the project in capable hands. No man can successfully evolve and put into practice a practical and profitable salesmanship program, unless he has the capacity to teach it and to prove its workability in the field.
4. Support the project with adequate financing. Building salesmen calls for a substantial investment—in time and money. This investment can never be shown among the assets on the Balance Sheet; but if it is soundly made the pay-off will be reflected in the sales records and the Profit and Loss Statement. The catch is that the investment must be made first.
5. Participate in the development of the program; manifest an active interest in its progress; give freely of itself, when and where needed. Too

AUGUST 15, 1953

An H&D idea for you





H&D

This Handsomely-Designed family group of packages reinforces brand name, provides protection, prevents substitutions, encourages display, simplifies stock control. How about your present packages? Write for booklet, "Pack To Attract."

Hinde & Dauch, Sandusky 16, Ohio.

HINDE & DAUCH

17 MILLS AND FACTORIES • 46 SALES OFFICES

Our 65th Year

Moving?  Call...

YOUR ALLIED AGENT



no.1 specialist
in local moving!



(and long distance, too!)



Courteous service and the utmost care in handling your precious possessions—these are the principles that guide the uniformed driver of your Allied Agent assigned to serve you on moving day.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

many men in top management spots discount or ignore the importance of salesmanship in industrial marketing. They permit those phases of operations most compatible with their backgrounds (engineering, manufacturing, financial) to absorb most of their time, and give little personal attention to sales. The president of a company has many demands on his time, but he should never forget that *Sales* supports the business and all other departments. There are few business ills which a reasonable increase in profitable sales will not cure.

(Articles in forthcoming consecutive issues of *Sales Management* will cover: II: How to Classify and Evaluate what You Have to Sell. III: Finding the Men Who Influence the Sale. IV: ABC's of the Selling Process. V: Organizing for Efficient Industrial Selling. —The Editors.)



Don't Miss...

"When a Corporation Says Merry Christmas to its Friends"

This is the most complete collection of Corporate Christmas Gift ideas and company practices ever made available. (Sept. 1 issue)

You'll find the answer to many of your own questions on what your own program should be... What other companies do... How much they spend... What they give.

Over 500 Different Company Gift Ideas!

SALES MANAGEMENT



The boy with the terrible thirst

It was hot in Grand Rapids last summer, yet no matter how much water he drank, little Billy Owen couldn't seem to quench his thirst.

His mother wasn't concerned about it because Billy happened to be cutting all four two-year molars at the time. Besides, it *was* hot, and everybody else was thirsty, too.

But when the weather turned cooler and Billy's teeth had all come through, and his terrible thirst became even more intense, then Mrs. Owen began to wonder.

She remembered having read a *COMPANION* article, *When to Call the Doctor*, which mentioned excessive thirst as a possible symptom of diabetes.

Just to make sure, Mrs. Owen bundled Billy off to her pediatrician. Thorough examination made the doctor suspicious, too. He suggested immediate hospital observation.

Sure enough, Billy was diabetic.

Fortunately, the doctors said, Billy's case was recognized early, in its more readily controllable stages. It would take some time to get him adjusted, of course, but the doctors were confident.

We heard from Mrs. Owen again the other day. It was a happy letter. She told us that Billy is going to be all right. "We want to thank your magazine for that article," said she.

The *COMPANION* sets out to do important

things in the lives of its readers. Stories like Billy Owen's encourage us to feel that our purpose is good. We try to edit each issue as if the life of a child, or the happiness of a family, depended on it. This is the essence of our editorial philosophy and our reason for being.

Woman's Home COMPANION

Women buy, rely on, and live with every issue of the COMPANION to learn more about the care of their homes, their husbands, their personal appearance . . . and, above all, their 4,467,742 children.

State Sales, 1952, Seven Major Store Groups

In the May 10, 1953 Survey of Buying Power estimates for these 7 store groups were published for the 225 Metropolitan County Areas. At the request of several subscribers, they are provided now on a state-line basis.

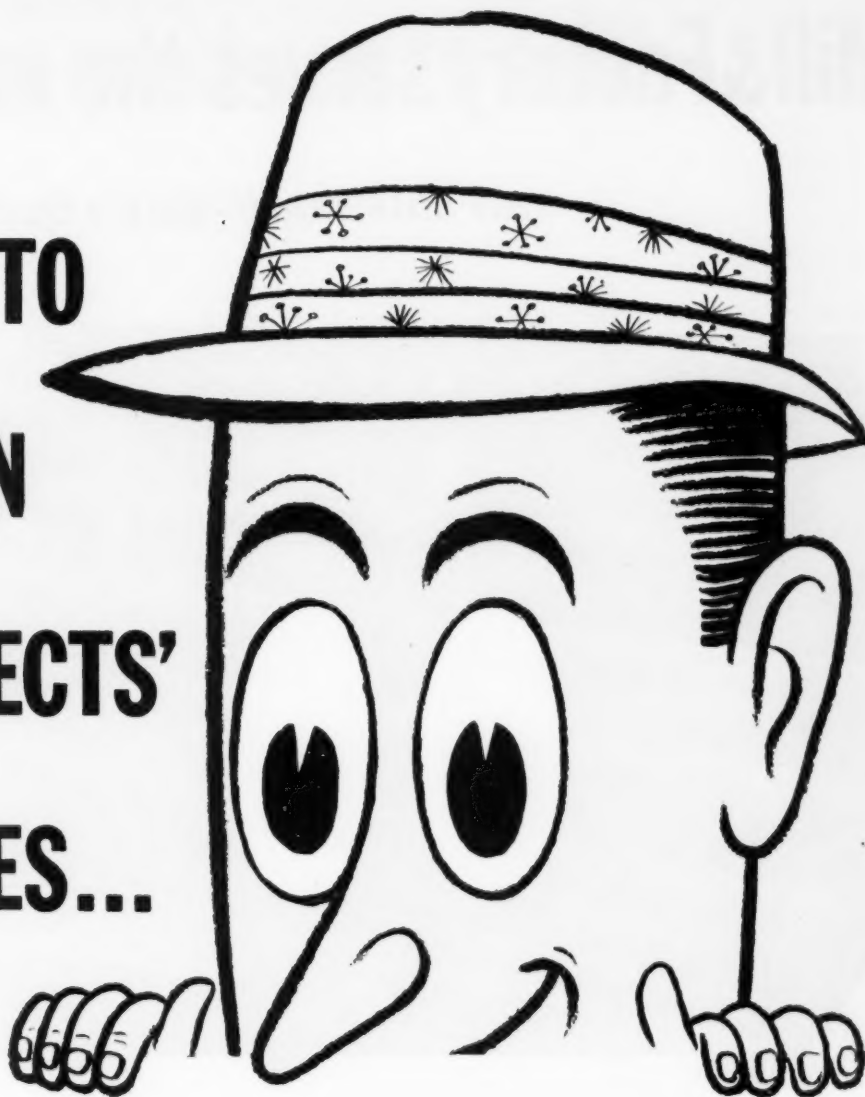
Columns 1 to 7 are totals in thousands of dollars.

Columns 8 to 14 are per family sales in dollars.

STATES	1 Eating and Drinking Places	2 Apparel Stores	3 Gasoline Service Stations	4 Lumber Yards and Building Material Dealers	5 Hardware Stores	6 Packaged Liquor Stores	7 Jewelry Stores	8 Eating and Drinking Places	9 Apparel Stores	10 Gasoline Service Stations	11 Lumber Yards & Building Material Dealers	12 Hard- ware Stores	13 Pack- aged Liquor Stores	14 Jewelry Stores
Alabama	103,606	128,866	138,405	64,331	49,853	55,225	22,416	128	160	171	80	62	68	28
Arizona	74,593	40,168	68,238	69,925	11,210	8,683	7,564	314	169	287	295	47	37	32
Arkansas	59,329	67,815	93,850	72,062	24,494	34,709	11,192	112	128	177	136	46	66	21
California	1,209,276	842,262	925,511	738,020	178,058	286,751	139,039	316	220	242	193	47	75	36
Colorado	109,419	73,599	123,988	95,434	26,675	26,927	15,143	251	170	285	219	61	62	35
Connecticut	190,458	200,247	155,217	129,847	41,222	76,639	23,515	316	333	258	216	68	127	39
Delaware	24,428	30,536	25,651	21,886	7,725	13,894	3,551	249	312	262	223	79	142	36
District of Columbia	119,094	129,319	55,460	29,893	9,533	84,449	18,732	499	542	232	125	40	354	78
Florida	280,097	212,338	222,364	164,569	58,677	72,685	29,481	306	232	243	180	64	79	32
Georgia	130,711	156,334	188,353	82,843	58,819	57,355	27,971	140	169	201	89	63	61	30
Idaho	53,798	21,118	53,151	47,622	15,742	12,519	5,201	307	121	304	272	90	71	30
Illinois	958,459	742,877	580,224	433,040	144,085	187,895	98,065	350	271	212	158	53	69	36
Indiana	304,615	252,169	320,787	222,109	89,958	31,706	41,946	242	201	255	177	72	25	33
Iowa	186,954	140,736	223,388	237,440	83,128	47,000	21,403	231	174	276	294	103	58	26
Kansas	118,660	97,167	190,212	146,682	41,551	1	17,629	185	152	297	229	65	5	28
Kentucky	136,686	127,519	122,800	94,055	48,638	45,009	16,062	167	166	150	115	59	55	20
Louisiana	173,962	145,780	126,897	128,298	33,906	31,603	23,495	228	191	166	168	45	41	31
Maine	38,277	51,533	58,316	29,316	15,451	24,205	7,943	151	203	230	115	61	95	31
Maryland	209,163	128,773	123,818	84,469	29,156	45,058	22,953	297	183	176	120	41	64	33
Massachusetts	444,180	389,940	245,996	185,133	69,472	129,454	51,150	322	282	178	134	50	94	37
Michigan	541,029	459,488	544,709	375,916	128,245	59,652	61,645	260	238	282	194	66	31	32
Minnesota	259,030	176,334	252,419	214,099	101,787	62,301	24,833	296	202	289	245	116	71	28
Mississippi	55,459	76,401	94,008	51,785	28,996	711	9,312	96	132	162	89	50	1	16
Missouri	294,227	252,975	256,864	172,700	59,899	69,362	33,934	230	198	201	135	47	54	27
Montana	75,809	31,203	54,717	43,062	19,072	17,929	4,700	391	161	282	222	98	92	24
Nebraska	108,303	72,309	153,115	109,663	46,632	24,290	11,966	258	172	365	261	111	58	29
Nevada	30,226	11,276	20,752	9,810	2,825	2,380	2,358	534	199	367	173	50	42	42
New Hampshire	32,807	33,345	32,652	19,278	15,771	15,907	3,562	207	210	206	122	99	100	22
New Jersey	557,835	428,016	303,747	244,989	60,866	108,525	49,171	369	263	201	162	40	71	33
New Mexico	48,735	32,957	59,156	47,351	9,823	12,009	5,751	253	171	307	246	51	62	30
New York	1,975,680	1,672,164	675,071	446,658	201,101	368,750	176,308	428	406	146	97	44	80	38
North Carolina	116,580	185,305	229,418	121,571	65,926	60,136	28,320	114	181	224	119	64	59	28
North Dakota	55,117	28,988	55,649	51,134	27,529	10,464	4,700	344	181	347	319	172	65	29
Ohio	721,689	488,501	565,950	427,291	159,201	176,416	82,102	296	201	232	175	65	72	34
Oklahoma	115,600	105,796	157,847	169,203	30,271	561	18,427	170	155	232	248	44	1	27
Oregon	137,579	77,819	139,094	97,383	37,037	48,433	19,056	263	149	266	186	71	93	36
Pennsylvania	866,053	772,392	545,202	375,068	159,895	273,548	101,568	287	256	181	124	53	91	34
Rhode Island	65,238	69,584	43,751	30,104	14,503	16,369	7,112	276	294	185	127	61	69	30
South Carolina	55,552	86,762	106,810	57,350	38,125	51,835	12,564	103	161	198	107	71	96	23
South Dakota	45,692	26,471	60,317	58,275	24,904	16,870	4,478	242	140	319	308	132	89	24
Tennessee	136,753	153,809	173,568	117,771	51,022	52,542	26,056	152	171	193	131	57	58	29
Texas	507,121	478,122	578,989	673,760	104,074	152,617	95,689	218	205	253	289	45	66	41
Utah	48,879	38,248	63,911	39,106	9,171	15,043	7,350	243	190	318	194	46	75	37
Vermont	18,027	17,917	25,451	11,804	6,399	9,750	2,356	170	169	240	111	60	92	22
Virginia	163,567	169,482	198,724	97,430	60,121	113,877	26,011	184	191	224	110	68	128	29
Washington	209,033	126,532	186,783	106,436	46,923	61,974	25,051	261	158	233	133	59	77	31
West Virginia	84,931	93,961	90,068	51,703	25,317	52,635	13,949	164	181	174	100	49	102	27
Wisconsin	390,611	207,786	230,063	230,297	96,479	27,827	28,201	384	204	226	227	95	27	28
Wyoming	38,108	17,302	45,962	28,520	7,865	5,115	3,201	423	192	510	317	87	57	36
UNITED STATES	12,681,025	10,572,311	9,996,413	7,556,491	2,677,410	3,157,614	1,494,412	278	232	219	166	59	69	33

† Liquor not legalized.

HOW TO OPEN PROSPECTS' EYES...



*...to how easily and conveniently they can find
where your products or services are sold.*

*Use Trade Mark Service in the 'yellow pages'
of telephone directories.*



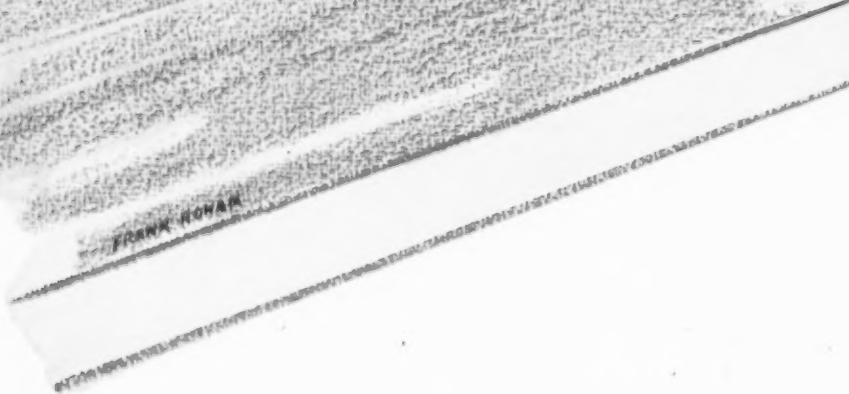
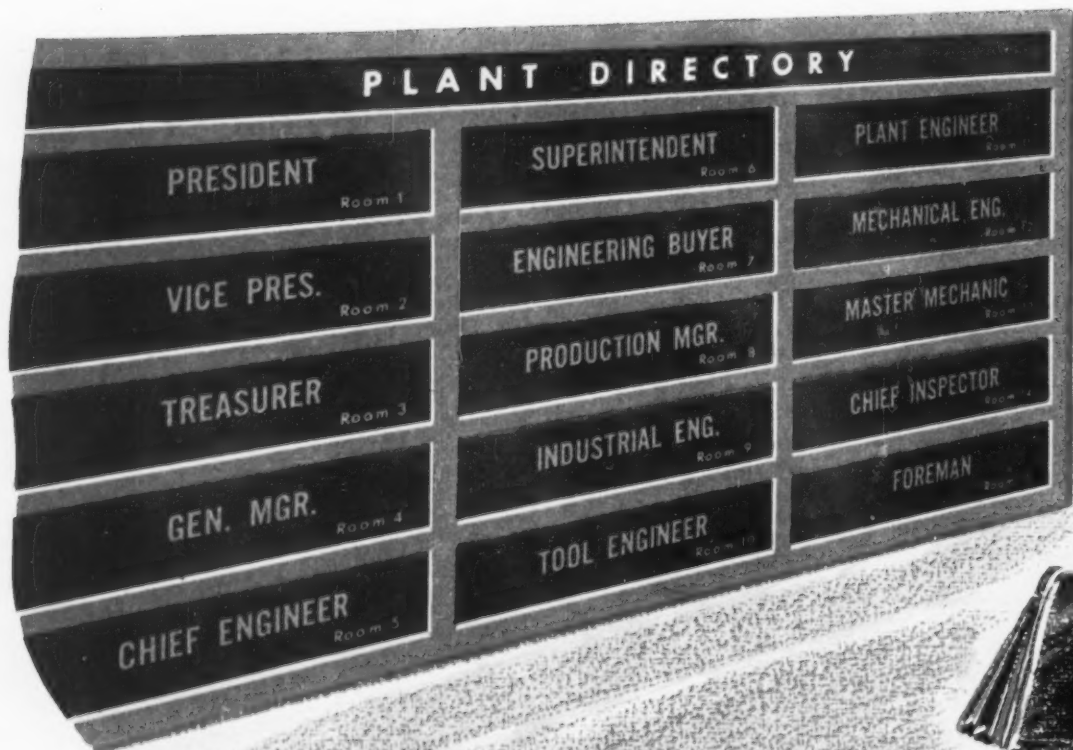
*AMERICA'S BUYING GUIDE
FOR OVER 60 YEARS*

**You can get further information by calling your local Telephone
Business Office or looking in Standard Rate and Data (Consumer edition).**



regardless of title
Mill & Factory serves the men your

THIS SALESMAN—LIKE YOUR SALESMAN—



MDP

ECA

A CONOVER-MAST PUBLICATION

salesmen must see to sell!

KNOWS WHERE HE IS GOING



He knows, through repeated personal calls, what the buying pattern is in this plant – and in all other plants in his territory.

He knows too that titles and buying power too often do not go together and that only through repeated sales contacts can he identify what combination of industrial executives really make the buying decision.

MILL & FACTORY APPLIES THIS BASIC SALES-CONTACT PRINCIPLE TO CIRCULATION

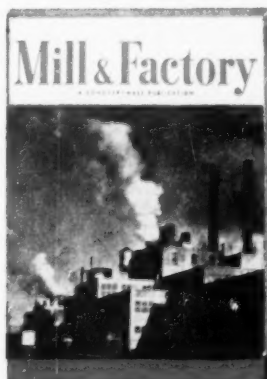
A nationwide staff of 1,645 industrial sales engineers hand-picks every MILL & FACTORY reader. Only after repeated sales calls have proved that a man exerts strong buying influence is he added to the MILL & FACTORY circulation list. And a day to day check keeps this buying combination up-to-date.

That's why MILL & FACTORY makes sure that your advertising message goes directly to the *right* combination of industrial executives regardless of title.

DIRECT SUPPORT FOR YOUR SALES STAFF

Independent surveys by industrial marketers based on their salesmen's call lists have proved that MILL & FACTORY reaches the same men their salesmen must see to sell. They show too that a high proportion of MILL & FACTORY readers with proved buying power are not reached by any other one industrial publication.

Call your MILL & FACTORY representative. He will be glad to give you all the facts.



205 EAST 42nd STREET • NEW YORK 17, N. Y.



ADJUSTABLE TABLE goes naturally with Contour's adjustable chair . . .

This Table Was Born In a Hospital Room

Out of the pain of a Canadian machinist has come a brand new business catering to comfort. But the first steps in marketing were as nerve-wracking as the cause of the table.

BY FRED BELL

One day seven years ago John Gordon Wallace was trying to juggle a meal tray in his convalescent bed and wondering if there weren't a more comfortable way of eating in bed. Manager of a Vancouver, Canada, machine shop that was doing contract work for the Boeing Aircraft Corp., he was slowly recovering from a serious physical and nervous breakdown. He vowed that on his recovery he would devise a new item of sick-room furniture which would make eating in bed a pleasure instead of a problem.

On his return to the shop after nine months in bed, Wallace drew plans for a table unit which could be used in sickrooms. He bought chrome tubing and plywood and made three prototypes of what are now called "U Tables." One he kept for his own use, one he gave to his mother, and one he presented to his doctor. The latter was so enthusiastic about

the table that he urged his patient to make it in quantity and put it on the market.

"Frankly, this possible development had never occurred to me," says Wallace, now president of U Table Manufacturing Co., Toronto, "but on consideration it seemed logical that many people who had to remain in bed for long or short periods would appreciate such a unit as much as I did."

He moved to Toronto and set up a small machine shop of his own with capital of \$500. The shop was engaged mainly in turning out bumper and grill parts for English model cars, and still does this type of work. Meanwhile, the original U Table model was improved and streamlined in many ways, including the addition of locking devices which made the unit completely adjustable. Thus, the table top could be tilted to any angle for use as a music stand or for read-

ing; it could be used as a television snack table, for outdoor service, as a children's play unit, etc. A later development was the production of three table sizes, one for home use and two larger models for hospitals and convalescent homes.

"Finally, believing we had a marketable product, we approached a large Toronto department store," relates Wallace, "and tried to interest them in its sales value. To our disappointment the reaction was negative. I was greatly discouraged until a war veteran friend who had tried the table and was thoroughly sold on it, approached the store again and offered to pay for the opening advertisement if they would take the table on a trial basis. They reconsidered and agreed to add it to their furniture line. The first advertisement brought in an order for 265 tables."

Since that time, The T. Eaton Company Limited, Toronto, with stores in major centers across Canada, together with a number of other retail outlets, have sold a total of 70,000 U Tables. Meanwhile, Wallace put the unit into a number of local convalescent homes on a trial basis, and aroused the interest of the householder by giving away tables as prizes on a local radio program over Toronto station CKEY.

Many tables are sold today to convalescent homes and hospitals. The furniture trade is also contacted by direct mail, which Wallace handles himself with the aid of prospect lists furnished by Micht Directories Limited, Toronto. Latest promotion is a gum label which shows the versatile uses of the U Table.

"The table, which is sold unconditionally guaranteed, lends itself best to personal demonstration," says Wallace, "and we currently have a number of part-time salesmen who average up to 50 tables a month in door-to-door sales in various Ontario towns."

The U Table has been displayed successfully at the Canadian International Trade Fair and the Canadian National Exhibition in Toronto. It is advertised in *Railway Magazine* and *Hobbycraft Magazine*.

A year ago last February the company decided to put U Tables on the U.S. market. A warehouse was secured in Buffalo, N.Y., but a snag was encountered in the form of the American excess profits tax which prevented several U.S. manufacturing organizations from handling the product.

Finally, arrangements were made with Contour Sales, Inc., St. Louis, Mo., to market the table through its chain of 40 stores as a companion item to its well-known Contour Chair. The units are shipped in 500



Calf love story...

BOSCO is not a big noise in supermarkets, but made its own breaks with this amusing wraparound that turns a self service cart into an island position and a solo product display without claiming shelf space. The calf that wanted Bosco was a potent reminder to Mrs. Shopper, charmed the actual Bosco consumers; and put extra Bosco jars into many of the push carts, stepped up milk sales in the stores. And incidentally, won Second Award, Floor Merchandisers, LNA Competition!

■ Einson-Freeman has helped sell a lot of products in supermarkets...and the supermarkets like Einson-Freeman displays because they sell goods! No trouble to show samples...

■ EINSON-FREEMAN CO., INC.

Makers of displays that make customers!

Starr & Borden Avenues, Long Island City 1, New York



**We publish the newspaper that's
read in 3 out of 5 homes
in Nebraska and Western Iowa**

**that's a market of 1 1/2 million people
with 2 billion dollars to spend**

Omaha World-Herald

250,832 daily . . . 258,372 Sunday

Publishers Statement for March 31, 1953

O'MARA & ORMSBEE, National Representatives

*Home delivered
in 1141 towns*



**LOOKING
FOR A GOOD
LOW-COST PROMOTION?**

ATTRACT CUSTOMERS **BUILD GOODWILL** **INCREASE SALES**

**CREATE THAT FESTIVAL AIR!
GIVE AWAY IMPRINTED EAGLE BALLOONS**

EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO

lots to the Buffalo warehouse. Since April of this year approximately 1,500 U Tables have been marketed in the U.S.

"I'm sure we could sell 5,000 a month in the U.S.," estimates Wallace, "and we expect eventually to set up a plant in Buffalo to supply the growing demands of the American market. We will, however, continue our manufacturing in Toronto."

The same direct mail leaflets which are used by the company in Canada, and which bear the Buffalo address of the firm as well as that of the Toronto headquarters, are distributed by Contour Sales, Inc., from its various stores. Recently U Table also invaded the export field with a shipment of 4,000 units to Central America.

"I'm still amazed when I think the whole thing started with a sliding tray in a sick bed," says John Wallace, "but we have a long way to go yet. We plan to build up our sales force so that we can concentrate more on personal, door-to-door selling, and to improve our U.S. sales."

Corrections to the Survey of Buying Power

(Supplementing page 195 of the
Survey, and page 99 of June 15.)

P. 72—Manufacture of Machinery (except Electrical): Litchfield County, Conn. Value Added should be \$27 million (not \$72 million).

P. 74—Transportation Equipment, Leading Counties: Berrien County, Mich. Value Added should be \$42 million (not \$41 million); Macon County, Illinois Value Added should be \$18 million (not \$81 million); Kalamazoo County, Mich. Value Added should be \$18 million (not \$81 million.)

P. 178—Summary of Data for Metropolitan County Areas: Mobile, Alabama (area 93) number of families should be 69.0 thousand (not 60.9 thousand).

P. 187—Sales in 7 Store Groups for Metropolitan County Areas: Baltimore, Md. (area 12) sales of Jewelry Stores should be \$19,055 thousand (not \$519,05 thousand).

P. 267—Connecticut: Total Above Cities line Food Store Sales should read \$526,263 thousand (not \$522,963 thousand).

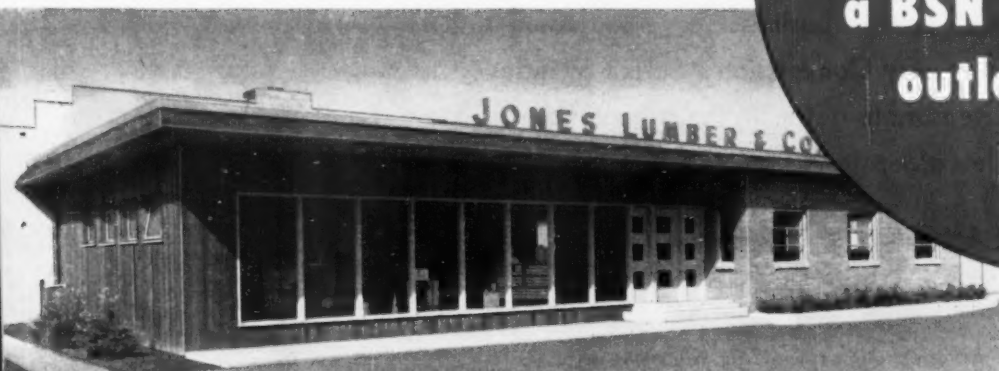
P. 675—Wisconsin: State Total Retail Sales should be \$3,991,222 thousand (not \$3,291,222 thousand).

SALES MANAGEMENT

What's your Sales Problem?

BIG CITY

or small town...there's
a BSN supermarket
outlet for your
product



Columbus, Ohio

In Columbus, Ohio
(pop. 375,904)

Jones Lumber & Coal Co., Columbus, Ohio, sells hardware and housewares, paints and wallpaper, as well as lumber, building materials and fuel.



Chickasha, Okla.

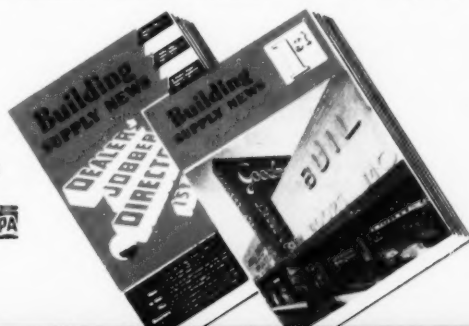
or Chickasha, Okla.
(pop. 15,842)

Long-Bell Lumber Co.'s Chickasha, Okla., outlet is typical of hundreds of chain and independent outlets for farm, home, ranch and industrial needs.

There's a concentration of buying power too often overlooked by busy sales and advertising executives. Its center is the lumber and building material merchant — 20,000 of them who average \$356,000 in sales annually — many with sales in the millions — the best and biggest merchants in their communities. Here 100,000 builders and 46 million families and farmers

buy adhesives and axe handles, flooring and floor polish, hand tools and power tools, homes and home appliances, garden seeds and garden furniture. Let us tell you about the BSN-sparked merchandising revolution that started these supermarkets on their way to being the answer to your sales problem in big city, small town or outlying shopping center.

Average total paid
circulation 24,211. . . .
Average total distribution
27,054 — of course,



BUILDING SUPPLY NEWS

5 S. Wabash Ave., Chicago 3, Ill.

400 Firms Eye Atomic Energy For Commercial Sale

A growing number of private businessmen are beating a path to the Atomic Energy Commission's Office of Industrial Development. Reason: to get in on the ground floor of what is destined to be a gigantic new profit-making industry.

BY JEROME SHOENFELD • Washington Editor

Since the first atomic bomb was exploded in 1945, businessmen have been trying to get in. They anticipate, simply and often vaguely, that some day atomic research might affect, perhaps overwhelm, their industries: "I'll need to have an atomic line." Now, Government is trying to excite just such competitive anxiety.

Government has its reasons. Partly, it's to show that America isn't compulsively stockpiling bombs, with no thought about harnessing the atom for civilian uses.

Need Zany Ideas

Obviously, the Atomic Energy Commission can't create a live, teeming, scheming industry, flowing with miracles. For that you need thousands of people who dream up zany ideas and put money into them. Among sober executives, you find them.

An Atomic Energy Commission man says to businessmen: "You know, there's no money now in this." He emphasizes the disadvantages. You can't own a plant in which atoms are split. Neither can you own its products, "fissionable materials." If you discover something, it's a question of whether you can patent it. At least, as in any business, you can deduct your operating expenses. Maybe, he adds consolingly, all this will change. The law will be amended.

In May, 1952, the Atomic Energy Commission set up the Office of Industrial Development at 1901 Constitution Ave., Washington 25, headed by Dr. W. L. Davidson, in order to interest the indifferent and enlist the interested. In not much more than a year and without benefit of more than routine publicity, it has dealt with more than 400 concerns.

Some 10% want to talk over ideas for immediately launching atomic

business. The ideas are good, but are usually against the law. You can't wholesale the fissionable materials on which Government has a monopoly. You can't walk into Oak Ridge and process the radiant by-products of its reactors. You can manufacture radiation detection instruments but, at a gross of \$20 million a year, the field seems crowded for the time being. You could prospect for uranium if you happened to be a prospector instead of a businessman. Though his job is to live, Dr. Davidson finds himself dampening enthusiasm. Now and then, somebody comes up with something that's not illegal.

Most businessmen want exactly what Dr. Davidson can provide: information. About one-fourth ask merely for general statements of policy. Approximately an equal number want technical texts already in print. Another fourth want more detail. They ask just what is happening in their own fields. Sometimes Davidson can tell them directly; sometimes he's bound to secrecy.

Why They Worry

About seven percent want secrets. They're neither spies nor idle busybodies, but responsible businessmen who have good reason to ask. One, for instance, is worried by developments that may profoundly change, perhaps destroy, his business. He's already read the texts accessible to an outsider, which further disturbed without resolving his doubts. Another thinks that by use of atomic processes he can improve his product; quite naturally, he'd like to know what's being done before he lays down hard cash.

All sympathy, Dr. Davidson must express his regret that the files are closed: "No Fishing Allowed." But, they can be opened. If you're already

researching, your scientists and technicians can be cleared; you start off, not quite blind, but somewhat near-sighted. After you're in, you find out what you're doing. Atomic Energy Commission men appreciate the fact that such restriction doesn't promote anything, that it's perfectly reasonable for a businessman to look before he spends. At a press conference, President Eisenhower promised to loosen the restrictions. Lawyers now argue whether this can be done directly or only by changing the law.

The great push to atomic industry is expected to come from atomic power. Experts are confident that it will happen.

Who's in It?

Making fissionable materials creates enormous heat; there's as much in a pound of uranium-235 as in 1,300 tons of coal. As soon as atoms were split, people thought of hooking this energy to electric systems. Fuel would cost just a bit more than nothing. But there were, still are, two obstacles: Radiation from a reactor is deadly and caging it in thick metal is expensive; lethal radiant ash accumulates and, at high cost, must be buried.

But four groups of companies—led respectively by Commonwealth Edison and Public Service of Illinois, the Dow Chemical Co. and the Detroit Edison Co., Pacific Gas and Electric Co., Bechtel Corp., Monsanto Chemical Co. and Union Electric—looked deeply into all this at Government request. They propose setting up power plants at once and Congress is considering changing the law to permit this. Companies such as Westinghouse and General Electric look forward to making and selling reactors to the public utilities.

Although fuel, in effect, would cost nothing, capital investment now makes atomic energy three times as expensive as coal. That, it's suggested, is because what may become the most bountiful source of profits now is treated as a burden, a cost. The deadly ashes are hidden, buried deep. If more people studied atomic processes, those ashes might be invaluable. They'd be processed, sold and used. Then the whole venture would pay off.

ONE MEDIUM IS

TOPS

IN SEATTLE!



Media Records Again Shows

The SEATTLE TIMES Is Seattle's Top Medium

(Daily and Sunday, 1st 6 months, 1953)

	The SEATTLE TIMES	2nd Paper	The TIMES Led 2nd Paper By
RETAIL	6,736,840	4,132,622	2,604,218
DEPARTMENT STORE .	2,964,512	1,572,539	1,391,973
RETAIL FOOD	636,036	167,631	468,405
RETAIL DRUG	268,937	115,534	153,403
GENERAL	1,970,706	1,517,901	452,805
CLASSIFIED	3,588,053	2,610,078	977,975
TOTAL LINAGE	13,009,694	8,896,214	4,113,480

By all means include The Seattle Times
on your "A" schedules this fall and winter.

LEADERSHIP

EARNED BY
BETTER RESULTS



SEATTLE'S ACCEPTED NEWSPAPER

THE SEATTLE TIMES

Represented by O'MARA & ORMSBEE, INC. • New York • Detroit • Chicago • Los Angeles • San Francisco

Who Stuck Their "NO's"



Into Your Sales Talk—

AND KILLED THE ORDER?

One thing that makes industrial selling tough is the fact that today—in most manufacturing plants, especially the large ones—there are from three to six men who have a voice in recommending, specifying and buying. These men must be contacted. But your salesman also has to contend with unknown buying influences . . . men whose title or job function belie their importance . . . whose “No!” may cost you the sale.

One sure way of reaching these unknown buying influences is through the magazines they must read to keep up with their jobs. Business decisions are influenced by what these men read in the editorial and advertising pages of their business magazines.

We call Business Publication Advertising “Mechanized Selling” because it gives greater productivity to the salesman’s efforts . . . just as a high speed machine steps up the productivity of the skilled workman in the plant. Used for the preliminary steps of *making contact, arousing interest and creating preference* for your product, business magazine advertising gives your salesman more time to concentrate on the important job of making specifications and closing the sale.

Ask your McGraw-Hill man for a copy of our 20-page booklet, “Orders and How They Grow.” It gives the salesman a realistic appreciation of how business publication advertising helps him use his time more productively. You’ll want to read it, too.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

AUGUST 15, 1953

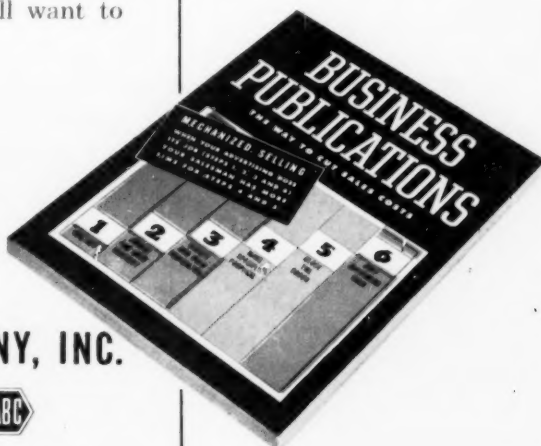
NEW MECHANIZED SELLING FILM NOW AVAILABLE

We have just produced a 35mm. sound-slide film entitled, “Plateau of Progress.” This film presents the application of mechanization to selling . . . shows the job that advertising can do in the kind of economy we’re living in today.



The film fits ideally into conferences, sales meetings, sales training courses, advertising presentations and other gatherings where business promotion is the theme.

This new film, and our earlier film, “Mechanization—Blueprint for Profits,” are available at all McGraw-Hill district offices. For further information, ask your McGraw-Hill man or write Company Promotion Department.



You might say that Government wants to spread knowledge of atomic processes so that companies will buy ashes. In turn, some experts predict that once the plant has been built, everybody will jump in, and create that ash market, undoubtedly under license, overnight.

A radiant molecule, an "isotope," betrays its presence. Consequently, you can use it to measure thicknesses.

Beam electrons on what you're gaging; intensity of the reflected beam tells you just what you want to know. The machines needn't stop for inspections. Such processes now determine all sorts of metal platings, thicknesses of fabrics, carbon paper. Three companies make and sell such gages: General Electric, Tracerlab and Industrial Nucleonics.

With similar techniques, you can

pretest products. Irradiate the surface of what you're testing and measure how much radiation remains as the product wears down. It's said to be faster and less expensive to test tires, fabrics, and tools in this way.

Running an oil pipeline involves traffic management. It is necessary to send different products through the same pipe, opening and closing valves as they succeed each other at a fork. At the present time, it's easy to know when to turn a corner: You mark some carbon atoms which distinguish product A, which is to flow right on, from product B which must be steered left.

In paint and other industries, you must mix ingredients in exact proportions. If they vary, a customer has reason to doubt what you say about the product. At one time, you had to stop every half hour or so and make chemical tests. A company is working out a technique for doing it by radiation.

Ethical drug houses, such as Merck, Upjohn, etc., habitually research with atoms. In an experiment on animals, they see exactly what happens when they inject a drug. They discover new products. It's easy to imagine another use by the proprietary companies: "Atomic tests prove our headache pills circulate faster." Could a cigarette maker discover that the nicotine in his cigarettes doesn't circulate at all?

New Markets

Some of the most interesting work involves life processes: what happens when plants absorb different fertilizers; how nature makes chlorophyll. New products follow discovery.

The point in all this is that you can identify a portion of the material you're working with, which permits new tests, measures, etc.

There are other uses. A food company has learned to sterilize food by radiation. A chemical company finds that isotopes speed the combining of elements.

As more companies come in, it's hoped, their technicians will discover things nobody has yet thought of. Perhaps, some have done so, but are saying nothing until the patent laws surrounding atoms have been changed.

All this, you may think is interesting to the production men. What has a sales manager to do with it? Dr. Davidson would probably ask whether your customers mightn't be interested. Perhaps, he'd suggest, they have problems in measuring, mixing, testing, etc., which your atomic laboratory might solve.

Rains Soak Southwest

BOUNTIFUL RAINS have visited Oklahoma and Texas.

Most areas have been soaked.

Farmers and ranchmen are rejoicing over prospects of a good cotton crop, excellent late feed, an additional cutting of alfalfa, and extra tonnage of prairie hay.

Pastures are green again and livestock are assured of ample drinking water and improved range feed.

Agricultural buying is responding to the new and general moisture. Prospects for fall business in the Southwest are bright. Soil in the wheat country is in good shape for seeding the 1954 crop. Farmers, with ample cash reserves and credit, are now spending for all commodities. Optimism at the "grass roots" is spreading to local buying centers and from there into the metropolitan markets.

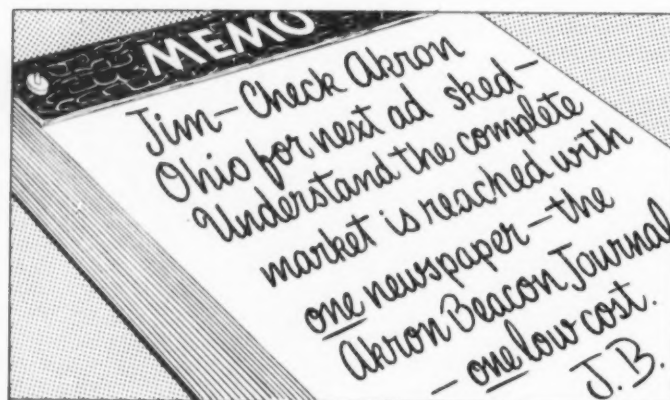
BOUNTIFUL RAINS are bringing bountiful business to merchants and dealers of Oklahoma and Texas.

THE OKLAHOMAN & TIMES THE FARMER-STOCKMAN

Oklahoma City, Oklahoma

Published by: The Oklahoma Publishing Co.

Represented by The Katz Agency, Inc.



SHORT COPY . . . best seller



"Outdoor Advertising is important in keeping Jantzen tops in sales in retail stores all over the United States. It puts our message the right way — in the right place — at the right time."

Bruce Sturm

BRUCE STURM
Sales Promotion Manager
JANTZEN KNITTING MILLS INC.



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

The Standard Group

OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • UNITED ADVERTISING CORPORATION • WHITMIR & FERRIS CO., INC.
ROCHESTER POSTER ADV. CO., INC. • RICHMOND POSTER ADV. CO. • E. A. ECKERT ADVERTISING CO.
PORTER POSTER SERVICE • SLAYTON & COMPANY • THE HARRY H. PACKER CO. • BORK POSTER SERVICE
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.
CONSOLVO ADVERTISING CORP. • LEHIGH ADVERTISING CO. • MARYLAND ADVERTISING CO.
AMERICAN ADVERTISING CO. • VERMONT ADVERTISING CO. • STARK POSTER SERVICE
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK CITY 22



Roy Weatherby, PRESIDENT

WEATHERBY'S, INC.

SOUTH GATE, CALIF.

Tells:

**"How Railway Express
helps keep our promises"**

"The Weatherby is America's most powerful rifle. Every one is precision built for accuracy and must be given careful handling. When we ship Railway Express we know our customer will get what we promised... the rifle will reach him **when he wants it**, in perfect firing condition.

"We count on Railway Express for the swift deliveries and careful handling our product demands."

The next time you ship or receive anything, specify Railway Express. You'll get the kind of shipping your business needs... speed, careful handling, plus all the other trouble-saving services of Railway Express. Service for service, cost for cost, it pays to...

use the complete shipping service...



No size or weight limit • Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns • Liberal valuation allowance • Receipt at both ends • Ship collect, prepaid, paid-in-part, or C.O.D. • Ship by Air Express for extra speed

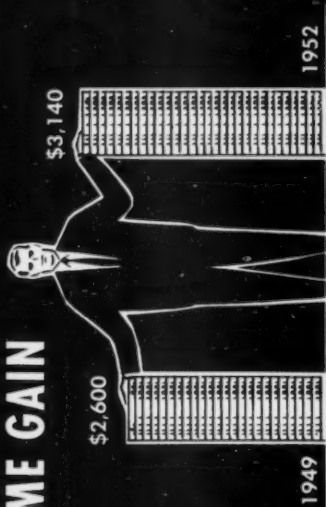
MARKETING PICTOGRAPHS

Planned by

Philip Salisbury Editor

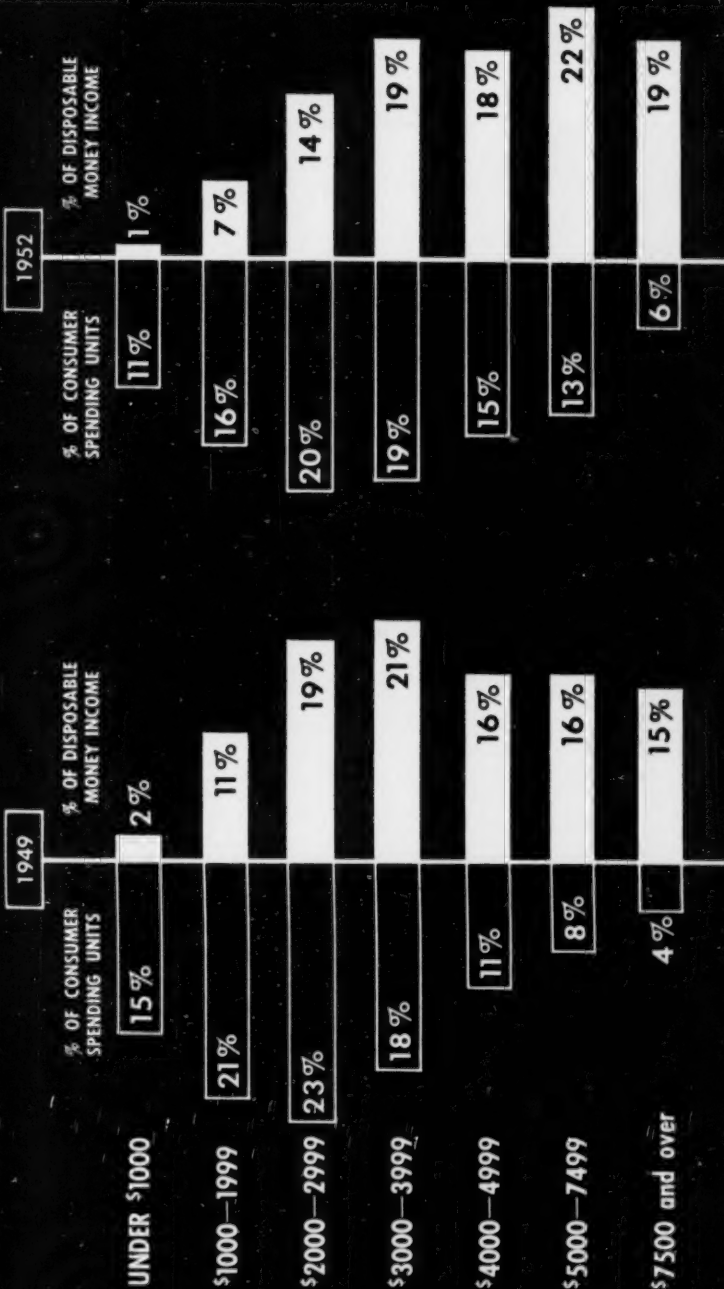
Visualized and Designed
by Hile-Damroth, Inc.

UPPER-LEVEL GROUPS MAKE INCOME GAIN



Despite high taxes, the better-paid are getting a bigger slice of disposable (Net Effective Buying) money income. Those over \$5000 had 31% of the net income in 1949 but accounted for 41% in 1952.

The median average disposable income of all spending units increased from \$2600 in '49 to \$3,140 last year; the mean average jumped from \$3,000 to \$3,570.

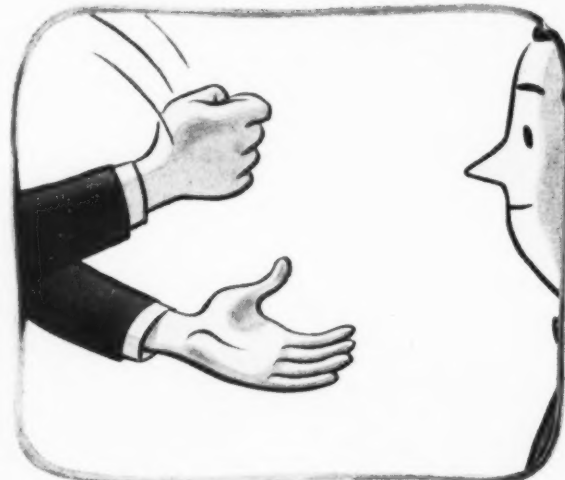
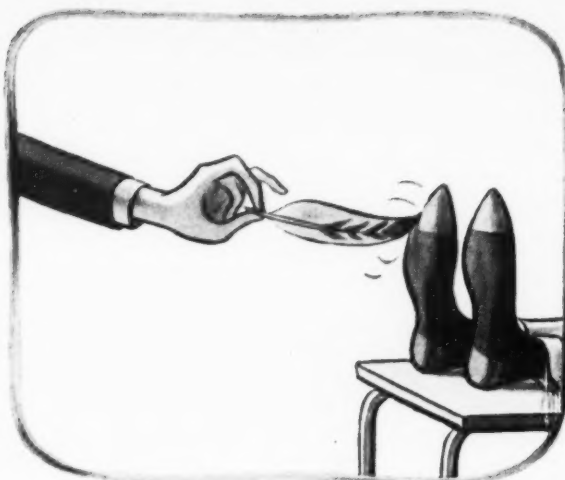


UPPER-LEVEL GROUPS MAKE INCOME GAIN 8-15-53

PICTOGRAPH BY
Sales Management

8-15-53

Source: 1953 Federal Reserve Board Survey of Consumer Finances



It all depends on
how well you do it!

There are a lot of good, sound advertising approaches. For instance . . .

- the hard hitting • the light touch
- the gentle lure • the straight sell

Whichever is *right* for your advertising, there's one thing that should always be kept clearly in mind.

Nothing is more dismal than the right approach done wrong—nothing more successful than the right approach *done right*.

YOUNG & RUBICAM, INC.

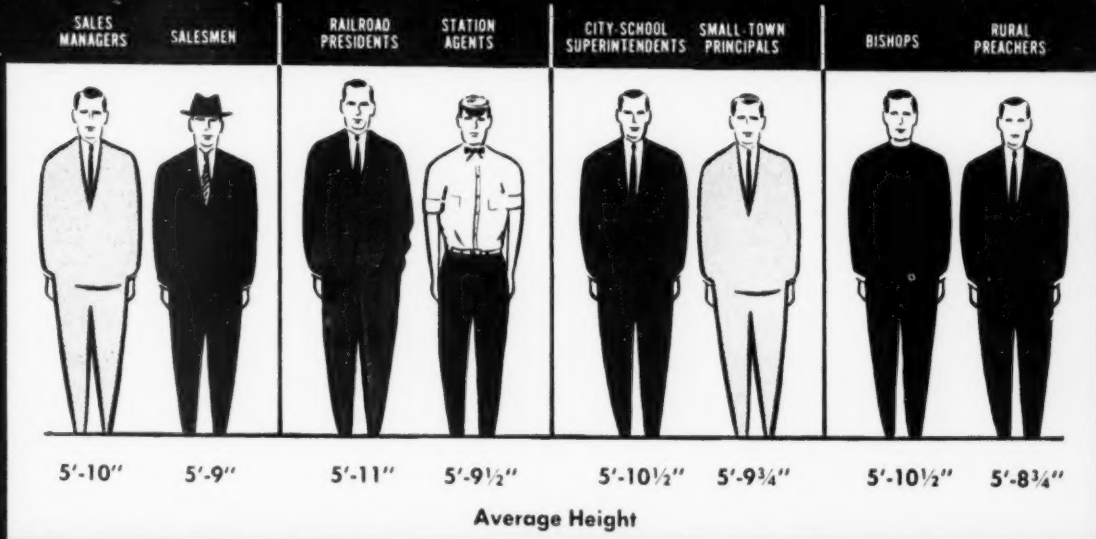
ADVERTISING • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

Take a Bow . . . IF YOU'RE BOTH SHORT AND SUCCESSFUL

Job expert Dr. Edwin G. Flemming says, "The little fellow's status may be compared to that of a woman competing for a man's job. Like her, the short man must have more talent and be in there

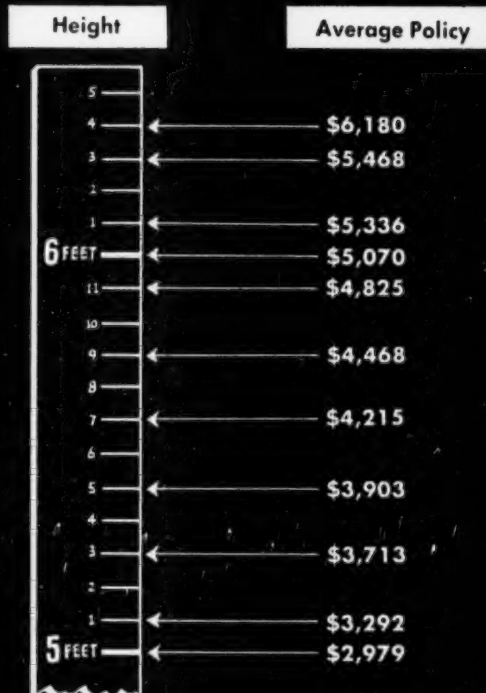
slugging just a mite harder because there's one strike against him to start with."

Many short men are outstandingly successful, but the tall ones seem more likely to win the top honors.



Tallest class in the U.S.: The do-good reformers, such as prohibitionists and evangelists. The real shorties are the 5'6" average musicians.

If there is a direct relationship between size of income and amount of life insurance carried; it would seem that the nearer to heaven you stand, the more you earn. Provident Mutual Life Insurance Company studied 270,000 male policy holders and found:



PICTOGRAPH BY
Sales Management
8-15-53

Sources: Leslie Lieber in *THIS WEEK*
and B. Franklin Blair (Provident Mutual) in *THE RECORD*, American Institute of Actuaries



BIG CUSTOMER TODAY

AND

TOMORROW

that young woman in her teens

Big Buyer on her own!

Earnings and allowances give these girls \$3,700,000,000 a year to spend, fancy free.

Getting gifts galore!

Birthdays, Christmas, graduation, home chest. Gifts she nearly always selects herself.

Coaching Mom, Dad!

Power in every field of family buying. She can pick a product...switch a brand.

Here comes the bride!

More girls wed at 18 than at any other age. Is your product on their shopping lists, for life?

There's one best way to reach 7,500,000 young women in their teens!

seventeen sells!

NEW YORK • BOSTON • CHICAGO • HOLLYWOOD • ATLANTA

SALES MANAGEMENT

**The Detroit Times
“HALF”
of the Detroit Market
consists of
1½ MILLION people
who, this year,
will consume
a powerful quantity
of what you
have to sell—

—to SELL’EM—
“TELL’EM”
with advertising
in The Detroit Times**

*The Detroit Times “HALF” of the Detroit Market
Is just as Important as the “Other Half”*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

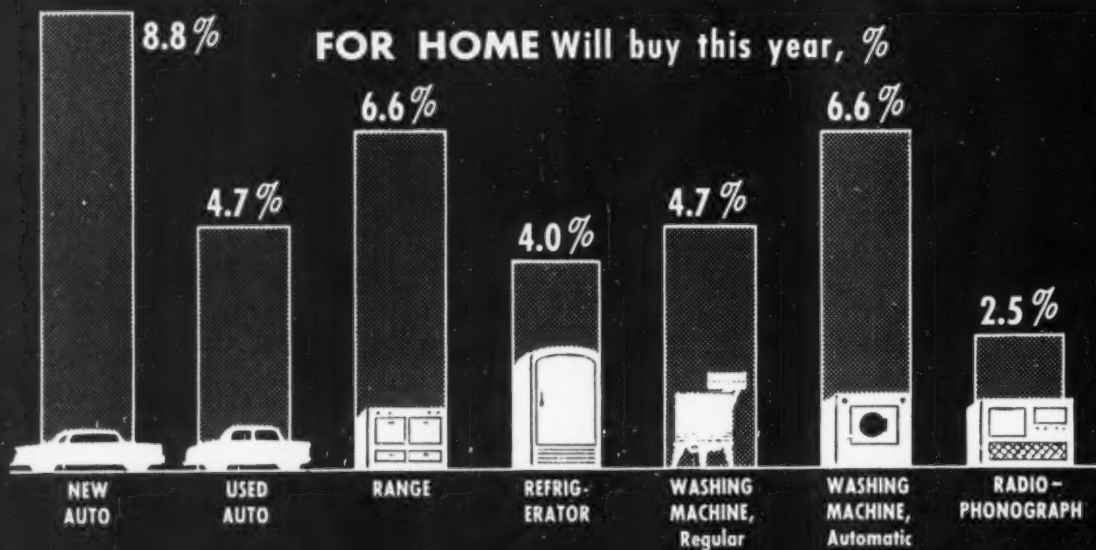
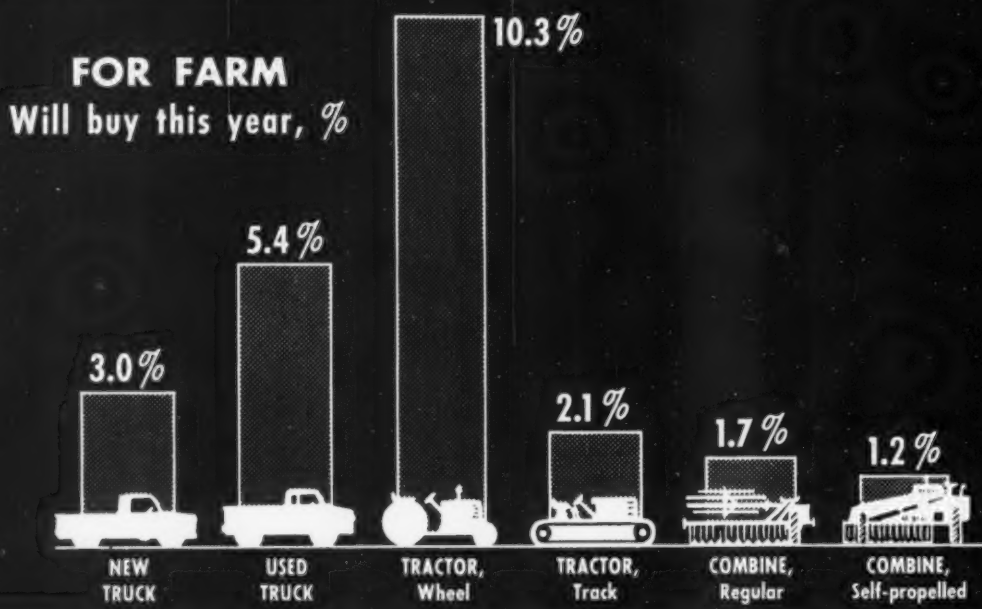
Do People Exaggerate When Asked: "WHAT DO YOU INTEND TO BUY?"

Are people inclined to say they're going to buy a new Cadillac, when the most they can do is to keep up payments on the refrigerator and the TV set?

The answer is "NO" — if farmers in the region served by the *Pacific Northwest Farm Quad* are typical. For years the publishers of those farm papers have been getting returns of 70% or better to long questionnaires asking about "intent to purchase" various items, and "actually purchased."

Over the past four years these farmers purchased more than intended on 45 out of 46 major item mentions. In the single case where purchases didn't exceed intentions, 5.1% said they intended to buy a radio-phonograph set in 1952. A check-up this year revealed that precisely 5.1% did buy such a set.

1953 buying intentions may, therefore, be taken as a minimum, rather than as a figure to be discounted.



PICTOGRAPH BY
Sales Management
8-15-53

Source: "What's Being Bought in 1953"



This
is
interest



This
is
ENTHUSIASM!

The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

You get market coverage that makes sales grow fast with The American Weekly . . .
20% or more of the families in 4,204 places of 1,000 population
or more, and in 765 cities of 10,000 population or more!


**Enthusiasm is interest raised to the buying pitch!*

YOUR NSE . . . NOW ONE OF THE NATION'S MAJOR ASSOCIATIONS



In less than twenty years National Sales Executives, Inc. has become one of the largest and most powerful associations, outdistancing in membership and revenues all but a few trade or professional groups.

The period of greatest growth has come since the war, helped by greater emphasis on sales in the nation's economy, and a strong headquarters staff under the leadership of Robert A. Whitney, President.

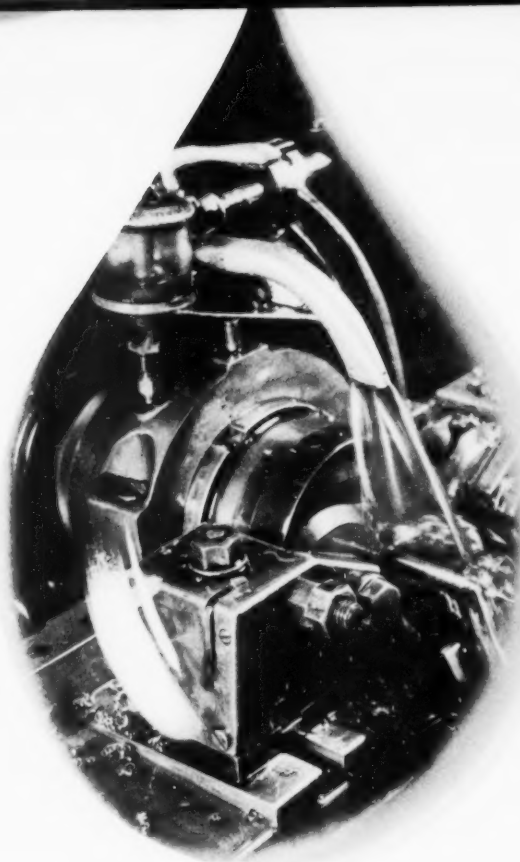
	AFFILIATED CLUBS	MEMBERS	REVENUES	CHAIRMAN
1946-47	58	 6,349	 \$65,530	A. T. DANIELSON Barker Bros.
1947-48	82	 9,479	 \$91,701	GENE FLACK Sunshine Biscuits
1948-49	90	 11,022	 \$128,473	ALFRED SCHINDLER Alfred Schindler Company
1949-50	106	 14,034	 \$153,529	Arthur H. Motley Parade
1950-51	121	 16,815	 \$197,874	ARTHUR A. HOOD Vance Publications
1951-52	145	 19,861	 \$213,284	AL N. SEARES Remington Rand
1952-53	158	 21,300	 \$337,200	C. CLAIR KNOX Rexair
1953-54 (est.)	180	 24,500	 \$405,000	JAMES C. DOYLE Ford Motor

All sales executives, whether members or not, can take pride in the growing power of this potent association which is helping the cause of selling not only here but in dozens of foreign countries.

Source: Official Operating Statistics, NSE, Inc.

PICTOGRAPH BY
Sales Management

8-15-53



These 15 manufacturers of
cutting fluids and lubricants
advertised in STEEL
during 1952



THE BROOKS OIL CO.



Acheson Colioids Corporation



DELCON

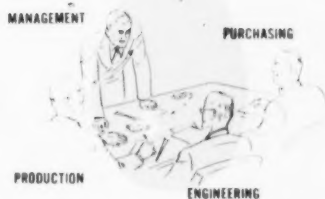


If your product belongs in metalworking...
your advertising belongs in ... **STEEL**



More than 17,000 metalworking plants are quantity buyers of Cutting Fluids and Lubricants ... and these are the plants reached by STEEL. Key management, production, engineering and purchasing men in these plants read STEEL. Here they find reported the helpful news, market and technical information they need. One more reason that STEEL is the logical choice as the *basic paper* to reach the \$111 billion metalworking market. STEEL • Penton Building Cleveland 13, Ohio

You advertise in STEEL to reach all four buying influences



1
2
3
4

R.O.P. COLORS

in the TOLEDO BLADE...and printed the way you like to have them printed!

In the first six months of 1953, The Blade carried 279,336 lines of R.O.P. Color - 84,941 *more* lines than in the corresponding period for 1952. In one year, it has jumped from 44th to 24th among U. S. newspapers in total color lineage, and is gaining. Color in the Toledo Blade is a selling combination that is hard to beat.

TOLEDO BLADE

Five High-Spots in this Study:

- Run-of-Paper Color now provides every-day sales opportunity for advertisers in 580 U.S. newspapers.
- In just 119 major cities in 1952, national and local advertisers bought nearly 50 million lines in ROP Color.
- Although rates for ROP Color are higher than for black-and-white, more advertisers are finding that readership and sales impact are higher still!
- In addition to controlled coverage of nearly all major and most middle-size markets, ROP Color can now be put to work faster.
- Advertisers and agencies generally agree that the quality of ROP Color reproduction continues to improve.

ROP Color: It Can Help to Cut Your Advertising Costs

How big is newspaper color today? Where can you buy it? How much does it cost? Who's using it and with what degree of success? These and a dozen other important questions about ROP Color are answered in this big wrap-up.

BY LAWRENCE M. HUGHES

Ford Motor Co. has learned a lot since Henry Ford I insisted that you could buy his product "in any color, as long as it's black." And so have the heads of thousands of other outfits.

Today, with wares ranging from Sun-Bronze cosmetics to Blue coal, sales and advertising executives are putting Color to work — in product, package and promotion—to win more buyers.

In the process Color has helped to bring into being new merchandising functions from product-design to the decor of super markets. Color has put sales appeal in such newer materials as plastics. Color identifies — in trademarks, and in the booklets, brochures, catalogs, labels, tags and other devices that promote them.

Some major advertising media,

such as point-of-purchase, outdoor and car cards, have become virtually 100% Color. And in others the Color ratio has expanded fast. Between 1939 and 1952 Color's share of total magazine lineage, says the Magazine Advertising Bureau, climbed from 29.8% to 44.3%. And in a study over four decades of one-page and larger advertisements in *American Machinist*, *Electrical World* and *Engineering & Mining Journal*, McGraw-Hill's research department found the Color ratio rising from 1% in 1910 to 61% in 1950.

Meanwhile, Color gains ground in the biggest medium of all. This medium has carried advertising in this country for two-and-a-half centuries. It still continues to collect one-third of all dollars spent by all advertisers in all media — including \$526,058,-

000 in 1952 by national advertisers.

This medium is newspapers.

Until World War II, Color in newspapers was mainly a matter of "sections" — comics, magazines and gravure. A sort of Sunday dressing-up, you might say.

But since then Color has started to become a seven-days-a-week wonder.

As of July 1, 1953, a total of 580 dailies — or about one-third of all 1,786 daily-Sunday newspapers in this country—had made Run-of-Paper or ROP Color available to advertisers.

For such equipment they spent hundreds of millions. On this investment already they are getting back annually scores of millions in space sales.

And if all the results of all the efforts of all advertisers could be isolated and tabulated, ROP Color might well be called a new Multi-Billion Dollar Sales Power.

Relatively, however—in this biggest medium — ROP Color is still small. In newspapers of 119 major cities measured by Media Records, it accounted in 1952 for only 1.6% of all display lineage. But this was still an impressive 49,257,765 lines.

What could
be fresher?



Nothing
but



YOU DON'T USE COLOR just "dabbing it on" . . . if you want the best results from your color investment. See how skillfully Kellogg utilizes red in this advertisement (rough of entire ad shown sketched on facing page) to dramatize the "fresh" idea.

PEPSI-COLA'S FAMOUS BOTTLE CAP (see reproduction on facing page, and rough of advertisement from which it was taken) in color achieves perfect identity with the package and with point-of-purchase materials.



For modern people modern taste
Pepsi-Cola refreshes without filling.

PEPSI-COLA
The Light refreshment




What could be fresher?



Nothing but,

FRESH

FROM Kellogg's



WHY ACCEPT LESS
than Your Money Will Buy?...

HIGH QUALITY
ECONOMY GASOLINE
#1 at the Low Regular Price!



All the Gas Mileage Your Car Can Deliver.

Mobilgas
SOCONY-VACUUM

Fill Up Today
AT YOUR friendly Mobilgas Dealers



SOCONY has invested millions of dollars in radio-TV advertising suggesting that motorists buy "at the sign of the Flying Red Horse." Now it cashes in on a theme in color newspaper advertising.

Scores of national and regional advertisers and hundreds of local advertisers have climbed aboard the bandwagon.

The "national" list is led by advertisers of foods, alcoholic beverages, soaps and toiletries, beer and gasoline and oil. But, including manufacturer-retailer co-operative efforts, it ranges from motor cars and home appliances to cosmetics, floor coverings and swim suits.

And although the leading local users are department, grocery, apparel and furniture stores, this group now extends from banks and building-material dealers, dairies and drug stores, to movie theatres and morticians.

A lot of advertisers, however, still have a lot to learn about ROP Color. It is harder and costlier to prepare than black-and-white. For the same space in color the advertiser pays a premium — varying considerably for one, two or three colors in different newspapers — from 25% or less to 50% or more. Usually, ROP Color must be closed several days earlier than black-and-white. And after all this, although quality of reproduction is steadily improving, an advertiser still throws an occasional fit on seeing his beloved crimson trademark emerging somewhere between cerise and maroon.

Few national advertisers and their agencies as yet have put together

much evidence of ROP Color's readership. But they know their dealers and salesmen generally like it, and work harder to merchandise it. Probably, more manufacturers would be less in the dark about ROP Color if they were to learn what their dealers have found out about it . . .

Yet ROP Color in newspapers is by no means new. It was first used in the *Milwaukee Journal* of January 5, 1891, in the form of a red, white and blue banner across the front page, celebrating the inauguration of one George W. Peck as governor and the liberation of Wisconsin from all manner of evil forces.

The *New York Recorder* employed it editorially in 1893, the *New York Herald* in 1894, and the *New York Journal* and the *Chicago Tribune* in 1897.

The *Milwaukee Journal* and *Chicago Tribune* have long been at or near the top in ROP Color advertising lineage. But with the single recent exception of the *New York Post*, the Manhattan newspapers have still to make their start in it.

"Spot" or one-color advertising, in which only a package or trademark

may be colorized, has been offered by some newspapers for two decades.

The first ROP "process" advertisement in three colors and black appeared in the *Milwaukee Journal* of May 16, 1937. This was an "office ad," announcing that the *Journal's* "Betty Anne" would report for the women's pages the coronation of King George VI of England. She would also find some fashion news worth noting.

Efforts to sell "full Color" ROP to advertisers were delayed by World War II.

This "new medium" takes a rather special kind of selling. Some newspapers, having spent a lot of time and money on new equipment, believe that advertisers should assume a larger share of the cost from the start.

On the other hand, when the *Cincinnati Enquirer* introduced full Color in February, 1951, it decided to offer one full page a day for 24 days at black-and-white rates. This amounted to a "gift" to advertisers of \$300 a day, or \$7,200. By 5 p.m. on the day of the offer all 24 pages were taken. An *Enquirer* executive said

that the newspaper did not lose money on it. And although the advertisers would not spill "results," they seemed well satisfied.

On the strength of "new economies in mechanical processes," the *Philadelphia Inquirer* has just announced a 25% reduction in ROP Color rates. This is the *Inquirer's* second ROP Color reduction in two years.

But the advertising manager of a New England newspaper of 70,000 circulation points out that "advertisers and agencies should now recognize Color advertising in its true value, and allow newspapers to charge a price that will keep them in business."

More newspapers are urging advertisers to regard their debut in ROP Color as a "capital budget" item—deserving of their best creative and analytical brains.

They point out that, as with television several years ago, advertisers have a chance to develop a "franchise" which can become consistently more worth-while.

Little Competition—Now

Today, the impact of ROP Color in newspapers is strengthened by the fact that such advertisements are still relatively rare. In contrast with 60 to 100 Color advertisements in a typical issue of a large-circulation magazine, for example, the reader is exposed, even in a leading "Color" newspaper, only to three or four — which "dominate" the issue.

Because ROP Color still is such a small part of total newspaper advertising, and because two-thirds of newspapers — including some of the largest — don't offer it at all, newspapers themselves have hardly begun to give it adequate promotional attention.

The \$1.5 million annual budget of the Bureau of Advertising, American Newspaper Publishers Association, includes no efforts for ROP Color. National Newspaper Promotion Association and American Association of Newspaper Representatives have yet to throw their weight behind it. And the last formal discussion of ROP Color by Newspaper Advertising Executives Association was held in June, 1951.

Today, however, some promotional forces are stirring. One of them is the more-than-90 newspapers which have subscribed to the *Milwaukee Journal's* new ROP Color Service. (See page 104.) These and other newspapers have compiled impressive evidence to show that *Color can count for more.*

Surveys Show . . .

COLOR ADVERTISING SELLS!

- *First paper in Maine to use color.*
- *Only paper in Central Maine that prints ROP color.*

There's no question that color advertising sells more, especially if you pick the right market and the right medium.

This is particularly true in Waterville, Maine where family income is \$5,274—\$649 above the State average—where retail sales are 48% above normal and the quality of market index and buying power quota are 15% above normal.

The Waterville Sentinel, giving 100% coverage of the homes in the city and retail trading zone and 66% coverage of the entire county, is the sure way to get the greatest attention to your color advertising program.

Central Maine's Fastest Growing Daily

WATERVILLE MORNING SENTINEL

Waterville, Maine

add **EXTRA**
SELLING POWER
to the



The Sunday Oklahoman is the biggest Sunday newspaper in the Southwest — bigger than any in Dallas, Houston, Fort Worth or San Antonio. It reaches the biggest market — does the biggest selling job.

Add color to this selling power and, as in all newspapers, you get extra results out of all proportion to its extra cost.

The Oklahoman and Times, with every modern facility for run-of-paper color production, many years of accumulated know-how, and an unrelenting determination to excel in this field, are producing r.o.p. color in editorial and advertising columns equal to the best.

Write for the folder, "R.O.P. Color," and ask for samples of current r.o.p. color production.

The Oklahoma
Publishing Company
The Farmer-Stockman
WKY Radio and WKY-TV
Represented by KATZ AGENCY, INC.

THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES

MEET THE NATION'S MONEY- MAKING CHAMPS



U.S. Census Bureau data, just released, shows South Bend, Indiana's average family income to be first in the nation! It is \$4349. (Please do not confuse this figure with South Bend's Effective Buying Income per Family of \$7193.*)

You can saturate South Bend—and its entire Metropolitan Area as well—with only one paper, the South Bend Tribune. Write for free market data book, "Test Town, U. S. A."

*Sales Management, May, 1963

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Where Can You Buy ROP Color?

In addition to 580 newspapers in 47 states and the District of Columbia, ROP color is offered by newspapers in Alaska, Hawaii and Puerto Rico, and by 18 newspapers in six Canadian provinces.

The 580 "Continental U.S." newspapers are located in some 500 communities. More than one-fourth of them are in three states—California, Texas and Ohio, in that order. These three with six other states—Pennsylvania, Illinois, Wisconsin, Michigan, Florida and Indiana—have about half of all U.S. ROP color markets.

But among other states with a dozen or more are Iowa, Massachusetts, New York, North Carolina, Oklahoma and Washington.

On the other extreme, Arizona and Delaware have only one color market each—Tucson and Wilmington—and Rhode Island as yet has none at all.

ROP color has developed primarily in the Middle and Far West and the South. It has lagged in the East. Among all the biggest markets it has made least progress in New York. There it is offered only by the *New*

York Post, the *Brooklyn Daily, Brooklyn Eagle* and by the *Long Island Press* and *Long Island Star-Journal* in Queens and Nassau.

The fact that the majority of national advertisers spending \$1 million or more annually and their agencies are located in this "blackout area" may have slowed the growth of ROP color nationally.

Nevertheless, it is available, from one or more newspapers, in all except one of the 30 U.S. cities listed in SM's current *Survey of Buying Power* as having 400,000 or more population. The exception is Hempstead Township, N.Y.

Of 70 between 100,000 and 200,000, it cannot be bought in 19: Phoenix, Ariz.; Hartford, New Haven and Waterbury, Conn.; Savannah, Ga.; Moline-East-Moline-Rock Island, Ill.; Cambridge, Fall River, Somerville and Springfield, Mass.; Dearborn and Jackson, Miss.; Elizabeth, Passaic-Clifton and Paterson, N.J.; Albuquerque, N.M.; North Hempstead Township and Yonkers, N.Y.; and Reading, Pa.

In other words, ROP color can be bought in 99 of the 123 cities of more than 100,000 population. It is also available in 74 cities of 50,000 to 100,000, in 121 cities between 25,000 and 50,000, and in 199 communities of less than 25,000 population.

The 580 newspapers which print ROP color, of course, all offer at least one color, not including black. In addition, 288 of them also print two colors and 211 three colors.

Two-thirds of newspapers in cities of 500,000 to 1 million population offer three-color, as compared with only one-fourth of those in cities of more than 1 million; nearly half of newspapers in 100,000-250,000 population cities; one-third of those between 50,000 and 100,000; one-fourth of those between 25,000 and 50,000, and one-tenth of those in communities of less than 25,000.

But this trend varies considerably in different states. For instance, of some 66 California newspapers and 44 Texas newspapers now providing ROP color, about half have three-color.

In 500 cities across the country ROP color can help advertisers to crack their sales problems.

SALES MANAGEMENT



In Chicago, It Takes 2

—you can't get by with less

No single daily newspaper reaches even half of your Chicago-area prospects. It takes TWO. For greatest net unduplicated coverage, one must be The Chicago Sun-Times—whether you are advertising in standard b&w or in black and one color. Look how spot color stands out! Put it to work for your products in The Chicago Sun-Times—at Chicago's lowest page rate per thousand readers!

Complete printing material for spot color advertising must be received at least three days before publication date. When any color other than red is ordered, at least one week's notice is required.



CHICAGO SUN-TIMES

211 West Wacker Drive, Chicago 6

250 Park Avenue, New York 17

—Readership Concentrated Where Most Of The Buying Is Done.

Represented by: Sawyer-Ferguson-Walker Co., Los Angeles, San Francisco, Philadelphia, Detroit, Atlanta

• Hal Winter Co., Miami Beach

AUGUST 15, 1953

79

Leaders in ROP Color Standings

Media Records' figures for the first six months of 1953 showed that the Milwaukee Journal, Chicago Tribune, and Fort Worth Press paced the field in ROP color linage.

The Media Records' reports for 380 newspapers in 119 major cities do not cover 23 cities of more than 100,000 population. The "standings" shown below therefore should not be taken as "final." For example, Media Records does not measure the Birmingham newspapers. The Birmingham News, evening and Sunday, reporting 301,561 ROP color lines in the five-month period, probably stood in the top 10.

The first 30 reported by Media Records for first six months 1953, were:

	Morning	Evening	Sunday	Total
1. Milwaukee Journal		403808	305938	709746
2. Chicago Tribune	429040		86800	515840
3. Fort Worth Press		506700		506700
4. Dallas News	370463		110087	480550
5. New Orleans				
Times-Picayune & States	339161		90970	430131
6. Los Angeles Times	303200		110206	413406
7. Dallas Times-Herald		311569	81157	392726
8. Fort Worth Star-Telegram		308677	75342	384019
9. Denver Post		353059	29110	382169
10. Cincinnati Times-Star		344828		344828
11. Houston Chronicle		290567	52106	342673
12. Omaha World Herald		303310	27968	331278
13. Atlanta Journal & Constitution		272010	54936	326946
14. Minneapolis Star Tribune		267246	48480	315726
15. Dayton News		280964	34232	315196
16. Miami Herald	267133		40078	307211
17. Grand Rapids Press		300913		300913
18. Indianapolis Star	263372		34818	298190
19. St. Louis Post-Dispatch		256805	34429	291234
20. Sacramento Bee		290279		290279
21. Tulsa World	215404		73392	288796
22. St. Paul Pioneer Press & Dispatch		185766	100668	286434
23. Nashville Tennessean	207923		72565	280488
24. Toledo Blade		240851	38485	279336
25. Los Angeles Examiner	227024		50118	277142
26. Cincinnati Post		276801		276801
27. Houston Post	199850		74871	274721
28. Seattle Times		215679	54396	270075
29. Portland	178510		82372	260882
30. Indianapolis News		255776		255776

How Fast Is ROP Color Linage Growing?

In the 380 newspapers in the 119 cities measured by Media Records, Inc., total display advertising in the year 1952 reached 3,194,502,000 lines. Of this, Media Records found in a special study for SM, ROP color in these newspapers came to 49,257,765 lines. This was only 1.6% of the display total.

But the trend has been sharply upward. Between 1946 and 1952, while all display advertising in newspapers measured by MR gained 45%, ROP color advertising in the 25 leading newspapers publishing it trebled. It climbed from 5.6 million lines in 1946 to 7.3 million in 1947, 8.7 mil-

lion in 1948, 10.2 million in 1949, 13.9 million in 1950, 16.0 million in 1951, and 16.0 million in 1952.

An MR study for the new ROP newsletter of Reilly-Lake Shore Electrotypes Co., "What's new in ROP Color," shows that in the first four months of 1953, while total black-and-white linage in the 119 cities increased 3.6% from the first four months of 1952, ROP color linage gained 8.7%. And in April b-&w rose 5.3%; ROP color, 25.5%.

Of the April color total of 5,849,185 lines, 2,195,573 were for retail and 3,120,630 for national advertising. Thus while retail linage norma-

ally is three times as large as national ("general" and "automotive" combined), in ROP color national is now 50% larger.

In the first four months of 1953, 23 of the top 50 newspapers in total advertising also were among the top 50 in ROP color. Both lists are led by the Milwaukee Journal—and include among their top 25 the Chicago Tribune, Los Angeles Times, Miami Herald, Houston Chronicle, St. Louis Post-Dispatch, Dallas Times-Herald, New Orleans Times-Picayune & States, Atlanta Journal and Constitution, Dallas News and Toledo Blade. But in the ROP color listings the standings of nearly all of these newspapers are higher.

And those not in the first 50 in total which made the first 50 in ROP color in the first four months of 1953 were, in order: The Omaha World-Herald, Grand Rapids Press, Tulsa World, Sacramento Bee, Erie Dispatch-Herald, Cincinnati Post, New Orleans Item, Miami News, Oklahoma City Oklahoman, San Francisco News.

Also the Des Moines Register & Tribune, Indianapolis Times, Evansville Press, Indianapolis News, Salt Lake City Tribune, Wichita Eagle, Evansville Courier, San Francisco Chronicle, and San Jose News & Mercury.

Whereas only three of the top 50 newspapers in total linage—the St. Petersburg Times, Norfolk Virginian-Pilot and Syracuse Herald-Journal & American—are in cities of less than 250,000 population, 13 of the top 50 in ROP color are in under-250,000 cities.

In the full year 1952 the first 50 newspapers in ROP color linage were in 35 cities in a score of states and the District of Columbia. Although more than one-third of all of these were in California and Texas, the rest were spread from Georgia and Florida to Washington and Oregon. They included Arkansas, Louisiana, Oklahoma and Tennessee; Ohio, Indiana, Michigan, Illinois, Wisconsin, Minnesota and Missouri; Nebraska, Colorado and Utah. Cities of more than 500,000 population in this group were Chicago, Cincinnati, Dallas, Houston, Los Angeles, Milwaukee, Minneapolis, New Orleans, St. Louis, San Francisco, and Washington. All but four of these cities were represented by more than one newspaper.

All but seven of the top 50 in the year 1951 were in top 50 in 1952.

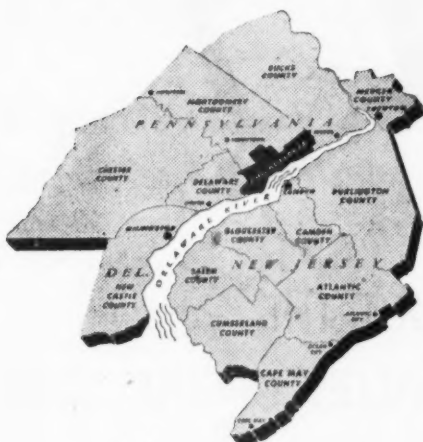
Those which moved up were the St. Petersburg Times, Oklahoma City Oklahoman, San Diego Tribune, Portland Oregonian, San Francisco Examiner, Grand Rapids Press,

Daily ROP Color Rates Reduced 25% In The Philadelphia Inquirer

Again, THE INQUIRER announces an important reduction in advertising rates for daily ROP color. New economies in mechanical processes make possible this second INQUIRER ROP color rate cut in two years. Now, at lower cost, you can get extra advertising results from color in The World's Greatest Industrial Area—fast-growing Delaware Valley, U.S.A.

Here's how daily ROP color premiums have been reduced: 2 or 3 colors and black is now \$600 compared to the old premium of \$800; 1 color and black \$450 instead of \$600. Daily color is available in full-page units.

Now you can make your advertising work even HARDER! Put it in color . . . in THE INQUIRER . . . Philadelphia's *first* newspaper. And remember, daily full color is EXCLUSIVE in THE INQUIRER in Philadelphia.



Now in its 20th
Consecutive Year of Total
Advertising Leadership
in Philadelphia



The Philadelphia Inquirer

Constructively Serving the World's Greatest Industrial Area

Exclusive Advertising Representatives:

ROBERT T. DEVLIN, JR.
342 Madison Ave., N.Y.C.
Murray Hill 2-5838

EDWARD J. LYNCH
20 N. Wacker Drive, Chicago
Andover 3-6270

GEORGE S. DIX
Penobscot Bldg., Detroit
Woodward 5-7260

West Coast Representatives: FITZPATRICK & CHAMBERLIN
155 Montgomery St., San Francisco
Garfield 1-7946

1127 Wilshire Boulevard, Los Angeles
Michigan 0259



SOMETHING MISSING...

LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

To really shoot for sales in California, make sure your newspaper schedule gives you coverage of the rich inland area — the Billion Dollar Valley of the Bees. This region has more buying power than San Francisco and Oakland combined . . . and its favorite newspapers are the . . .

Mc CLATCHY NEWSPAPERS



THE SACRAMENTO BEE • THE FRESNO BEE • THE MODESTO BEE

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

Media Records "Misses" 23 Major Cities

The 119 cities used by Media Records in measuring newspaper trends do not include 23 among the total 123 cities in the country of more than 100,000 population. Newspapers in some of these cities may change somewhat the ROP color "standings" as reported by Media Records.

The 23 cities are Allentown, Austin, Baton Rouge, Birmingham, Bridgeport, Canton, Chattanooga, Corpus Christi, Elizabeth, Evanston, Fall River, Flint, Kansas City, Kan., Mobile, Montgomery, New Bedford, Paterson, Phoenix, Savannah, Shreveport, Springfield, Mass., Tampa and Wilmington.

and *Evansville Press*.

The seven which moved down were the *San Antonio News*, *San Antonio Express*, *Indianapolis Times*, *Toledo Blade*, *Cincinnati Enquirer*, *Columbus Dispatch*, and *Fort Wayne News-Sentinel*.

But early in 1953 some of these—specifically the *Indianapolis Times* and *Toledo Blade*—moved up again!

From third in ROP color standings in 1946, the *Milwaukee Journal* climbed to second in 1947, and to first in 1948. The *Journal* has held the No. 1 spot steadily since. Second for the last five years in a row has been the *New Orleans Times-Picayune & States*. The *Dallas News*, third in 1952, has been in the top 10 since 1949, and the *Chicago Tribune*, fourth in 1952, has

been in this group since 1948. The *Atlanta Journal*, fifth, made the top 10 for the first time last year.

Four other of last year's leaders which have reached this group consistently in recent years have been the *Los Angeles Times* and *Houston Chronicle*, two years in a row; the *Tulsa World*, four years, and the *Dallas Times-Herald*, five years. The *Sacramento Bee* in 1952 was in the top 10 for the first time since 1947—when it stood fourth among all newspapers in ROP color lineage.

In the first four months of 1953 the fight for a spot in the top 10 became more than ever a "Texas affair." The *Fort Worth Press* and *Fort Worth Star-Telegram* both moved into it (with the *Denver Post* and the *Omaha World-Herald*).

Which Newspapers Are Now Making The Largest ROP Color Increases?

With a lusty gain of 169% in the first four months of 1953, the *Fort Worth Press* showed the largest increase in ROP color lineage among some 100 larger and smaller newspapers participating in a survey by SALES MANAGEMENT. Many of these newspapers are not included in Media Records' reports for 119 cities. Besides, SM sought from them a lot of other data—on their national and local advertisers, with case histories; on rates and availabilities for ROP color, etc. The findings on these different subjects are presented elsewhere in the ROP Color Report.

SM wrote to 280 newspapers listed by *Standard Rate & Data* as carrying ROP color. These are nearly 50% of all 580 newspapers carrying it. Nineteen are in cities of

more than one million population; 33 in cities of 500,000 to one million; 33 in cities of 250,000-500,000; 67 in cities of 100,000-250,000. They include all 152 newspapers in cities of 100,000 or more in Continental U. S. listed as carrying "any" ROP color—one, two or three colors.

In addition, the questionnaire went to 128 newspapers in cities of less than 100,000 listed as carrying two or three colors.

Replies were quite representative of the newspapers in all areas in cities of all population sizes. They came from 31 states, from Alabama and Colorado to South Dakota, Washington and Wisconsin. And just as one-fourth of all U. S. newspapers carrying color are in California, Texas and Ohio, nearly one-

Add the IMPACT of COLOR in

ALTOONA

Add reader-pulling color, matched to your exact specifications in the Altoona Mirror every day.

Use the combination you want

Black plus 1 COLOR
or

Black plus 2 COLORS

Remember, color adds pulling power to your story, helping you sell ALL the over 33,000 daily circulation of the Mirror.

ALTOONA, PA.'S ONLY
EVENING NEWSPAPER

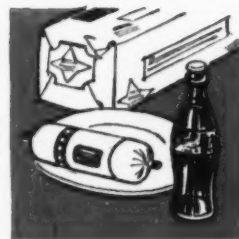
RICHARD E. BEELER

Advertising Manager

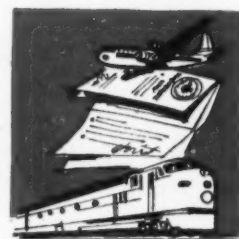
**Altoona
Mirror.**

Chicago Tribune

sells products



sells services



YOU'VE HEARD and read about what newsprint color is doing for other advertisers. Maybe you have been wondering what it can do for *you*. We believe that we can show you how to take maximum advantage of this *dynamic* selling force.

What we have to offer, in addition to maximum coverage of the Chicago market and responsive reader interest unmatched by any other medium, are *the knowledge and resources* that have helped scores of advertisers get outstanding results from newsprint color advertising in the Chicago Tribune.

The results of experience

Much of what we can offer to you is the result of our good fortune in having worked with aggressive manufacturers

and their agencies. In exchange, we contributed importantly to their operations because of what we know about **WHY, WHEN and WHERE and HOW** people buy in the multi-billion dollar Chicago market.

We can show you dozens of case histories which demonstrate the terrific sales wallop of Tribune newsprint color. We can tell you how other advertisers have used it, merchandised it, profited by it—what it has done for new products and in competitive situations to get brand identification and to increase distribution and sales.

For any product or service

You can use Tribune newsprint color to add smash impact to your advertising. You can use it to present your product,

newsprint color

in a distinctive setting that will build prestige. It works for packaged products, big-ticket items and intangibles. And it works wonders.

You can use *two-color, three-color or four-color* advertising. You can utilize line cuts or process halftones. Representative specimens of what we have published will satisfy you regarding the artistic reproduction and superior quality of Tribune newsprint color printing. We can show you how you can make substantial savings in engraving costs by using your present magazine plates.

A stronger consumer franchise

Much of the newsprint color advertising which we now print is placed by advertisers who have used it for years. For them it is no experiment or temporary program. Results have made Tribune newsprint color a key factor in their sales work here.

More and more advertisers, like those listed at the right, are cashing in on the ability of Tribune newsprint color to deliver *extra sales volume* and to build a *stronger consumer franchise* for their brands. Why not find out what's in it for YOU?

Facts you want to know

If you're looking for a fresh promotional approach that is based on sound sales experience, we'd like to talk with you and your advertising counsel about Tribune newsprint color.

We earnestly believe that what we have learned in working closely with this powerful advertising tool and with the companies who have used it will make our discussion well worth your while.

Our representative will be glad to bring you complete details about Tribune newsprint color and the opportunities it presents in your particular field. *Why not get in touch with us today?*

These advertisers used one or more full pages in Chicago Tribune newsprint color during the first six months of 1953:

Admiral Refrigerator	Nescafe
American Family Detergent	New Era Potato Chips
American Family Soap Products	Northwest Airlines
Armour Meat Products	Old Colony Ginger Ale
Armour Products	Old Dutch Cleanser
Armour Suds	Old Manse Syrup
Bell Savings & Loan Ass'n	Oscar Mayer Liver Sausage & Weiners
Borden's Buttermilk	Oscar Mayer Liver Sausage & Smokie Links
Borden's Cottage Cheese & Ice Cream	Oscar Mayer Liver & Pork Sausage
Borden's Cottage Cheese & Milk	Oscar Mayer Meat Products
Borden's Ice Cream	Oscar Mayer Pork Sausage & Weiners
Borden's Ice Cream & Milk	Oscar Mayer Sandwich 'n Snack Treats
Bowman Dairy Products	Oscar Mayer Smokie Links
Budweiser Beer	Palm Beach Co.
B-V	Peoples Gas Light & Coke Co.
Cargill Lawn Seed	Pepsi-Cola
Cheer	Quaker Oats & Quick Quaker Oats
Chicago Milwaukee, St. Paul & Pacific	Quick Quaker Oats
Coca-Cola	Red Cross Macaroni Products
Colgate Dental Cream	S & W Juices
Delta Airlines	S & W Products
Dodge	Salerno-Megowen Crackers
Dole Pineapple & Juice	Sara Lee Products
Duncan Hines Cake Mixes	Sawyer Town House Crackers
Duncan Hines Pancake Mix	Scoop
Eastern Airlines	Scott Petersen Sausage
Ford	Schulze & Burch Crackers
Frigidaire Air Conditioning	Seagram's 7 Crown
Frigidaire Dehumidifier	Silvercup Bread
Frigidaire Range	Sinclair Refining Co.
Frigidaire Refrigerator	Squirt
Frigidaire Washer	Standard Oil Co. of Indiana
Gerber Baby Foods	Sugar Crisp
Hamm's Beer	Sugar Krinkles
Harnischfeger Corp.	Swanee Paper Products
Hawthorn-Melody Cottage Cheese	Swift 'ning
Hi-C Grape Drink	Swift's Bacon & Franks
Hi-C Grape & Orange Drink	Swift's Bacon & Pork Sausage
Hills Bros. Coffee	Swift's Franks & Sausage
Hoover Washer	Swift's Meat Products
La Palina Cigars	Tide
Maytag Washer	Westinghouse Clothes Dryer
Meister Brau	Westinghouse Freezer & Refrigerator
Mutual of Omaha	Wilson Meat Products
National Biscuit Crackers	Wonder Bread
National Homes	

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

ADVERTISING SALES
REPRESENTATIVES

Chicago
A. W. Dreier
1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick & Chamberlin
155 Montgomery St.

Los Angeles
Fitzpatrick & Chamberlin
1127 Wilshire Blvd.

AUGUST 15, 1953

85

THE LEADERS IN **COLORIFIC** EXPERIENCE!

	Total Linage
Milwaukee Journal	1,322,596
New Orleans Times-Picayune (Morning) and States (Evening)	927,840
Dallas News	875,029
Chicago Tribune	863,320
San Diego Union (Morning) and Evening Tribune (Evening)	809,972

(Source - Media Records "Color R.O.P. Advertising Twelve Months - 1952")

YOU can depend on the San Diego Union and Evening Tribune to provide effective R. O. P. color reproduction. Complete coverage — in fresh, vibrant color — and in responsive circulation ... is yours for the asking when you have these two great newspapers sell your products in the billion-dollar San Diego market.

- Take advantage of this "COLORIFIC" experience! For details — contact your West-Holliday man ... or write us direct.



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

third of our replies were received from these three states.

Among the first 92 newspapers replying, 59 reported increases in ROP color lineage in the first four months of 1953 from the parallel period of 1952. Twelve reported declines; 11 were unchanged.

Six increases of 100% or more were reported:

Fort Worth Press, 169%; Vallejo, Cal., Times-Herald & News Chronicle, 150%; Walla Walla, Wash., Union-Bulletin, 143%; Miami News, 140%; Pontiac, Mich., Daily Press, 107%; and Sedalia, Mo., Democrat-Chronicle, 100%.

Ten more were between 89% and 50%: Erie Times, 89%; Erie Dispatch, 86%; Kenosha, Wis., News, 77%; Everett, Wash., Daily Herald, 72%; Grand Rapids Press, 70%; Canton Repository, 62%; Norfolk Ledger-Dispatch and Virginian-Pilot, 60%; Cleveland Press, 54%; Altonna Mirror, 50.4%; Grand Forks, N. D., Herald, 50%.

Who Gained?

Among seven up 42 to 30% — or about 10 times the 3.7% gain in total display lineage reported by Media Records for its basic 52-city list for the first four months of 1953—were the Buffalo Courier-Express, Toledo Blade, Worcester Telegram-Gazette, Omaha World-Herald, Des Moines Register & Tribune, Indianapolis Times and Milwaukee Sentinel.

Up 29 to 20%: Los Angeles News, Paducah Sun-Democrat, Chicago Tribune, Denver Rocky Mountain News, Modesto Bee, Minneapolis Star & Tribune, Cleveland News, Nashville Banner & Tennessean, Chico, Cal., Enterprise-Record, Denver Post, Pottstown, Pa., Mercury.

Up 19 to 10%: Wenatchee, Wash., World, Dallas News, Oklahoma City Oklahoman & Times, Peoria Journal-Star, Tampa Times, St. Paul Dispatch & Pioneer Press, Dallas Times-Herald, Seattle Times, Chicago Sun-Times, Portland, Ore., Journal, Evansville Courier-Press, Lebanon, Pa., News, Montgomery Advertiser, Peru, Ind., Tribune, and Tulsa World-Tribune.

Thus the majority of newspapers which reported lineage trends had gains of more than 10%. The median gain of all newspapers indicating lineage was nearly 20%.

The dozen declines ranged from 8.2% in Missouri to 42% in Pennsylvania. More than half of all of these were reported by newspapers which ranked among the top 50 in ROP color lineage in 1952.

SALES MANAGEMENT

How Much Does ROP Color Cost?

Premiums add perhaps 40% to advertisers' costs, not including plates, but surcharges may be on the way down.

As compared with the same size units and positions of black-and-white insertions, most newspapers participating in SM's survey charge advertisers a premium of less than 30% for one color, of less than 40% for two colors and of about 50% for three colors.

These rates for each color, however, vary widely among the different newspapers. In some papers they also vary with size of advertisement—the premium percentage sometimes being scaled down sharply for larger insertions.

Of more than 60 newspapers reporting their ROP color premiums in percentages (and some show them in dollars, and others not at all) the range for one color is between 7% (*Houston Chronicle*), 8-1/3% (*Nashville Banner & Tennessean*), and 10.7% (*Toledo Blade & Times*) up to 60% (*Portland, Maine, Her-ald & Evening Express*).

Twelve papers charge a one-color premium of 19% and less: the three mentioned above, and the *Birmingham News Post-Herald*, *St. Paul Dispatch & Pioneer Press*, *Des Moines Register & Tribune*, *Peoria Journal-Star*, *Chico Enterprise*, *Dallas News*, *Miami News*, *Racine Journal Times*, and *Milwaukee Journal*.

One-color premiums of 29 generally are from 20 to 29%; of 22, from

30 to 39%; and of one each 40, 50 and 60%.

Of 28 newspapers reporting one-color rate trends—today as compared with 1951—six were up, nine down and 13 unchanged.

Two-color premiums range from 11-1/9% (*Nashville*) and 14.3% (*Toledo*) to 75% in *Portland, Maine*. Among 60 newspapers, eight charge 23% or less for two colors; 17 charge 30 to 39%; 25, 40 to 49%; six, 50 to 59%; three, 60 to 69%; and one, 75%. Among 28 comparing two-color rates today with 1951, three were up and eight down, and 17 unchanged.

Several replies charge the same premium for two or three colors, and a couple the same for one or two colors.

Three-color premiums range from 14-2/7% (*Nashville*), 17.8% (*Toledo*) and 18% (*Birmingham News & Post-Herald*) up to 75%. Four others also report three-color premiums of less than 25%; six of 30 to 39%; 12, 40 to 49%; 17, 50 to 59%; four, 60 to 69%; and six of 75%. Four of the seven with lowest three-color premiums also said they had reduced them in the last two years. Five others noted reductions, and three increases in three-color in this period.

Although premiums on ROP color add perhaps 40% to the advertiser's cost—not including his extra cost of mats, plates and preparation—there's some downward trend in these rates. This trend may be facilitated as more advertisers are attracted to it—and as more evidence is piled up on the relative impact of ROP color vs. black and white advertisements.

How Flexible Can Color Schedules Be?

Newspapers make much of their flexibility as an advertising medium. An advertiser may run one or a half-dozen insertions a year (In fact, too many of them do.) or one or more every day. His advertisement may range in size from 10 lines to a double-spread. He may buy specific markets, and in large-city papers with sectional editions, even specific neighborhoods, to meet his problems or opportunities. And if need be, he may decide in New York or Chicago

today to run an advertisement in Seattle or Miami or a hundred other cities, tomorrow.

But he can't do all this yet with ROP color.

He may limit the number and frequency of his insertions—and too often he does. But usually he can't buy ROP color in smaller space units than 1,000 lines. (The "average" newspaper page is about 2,400 lines.) The 580 newspapers listed in the third annual edition, just published,

IN BUFFALO



for added
Selling Power
means the

COURIER EXPRESS

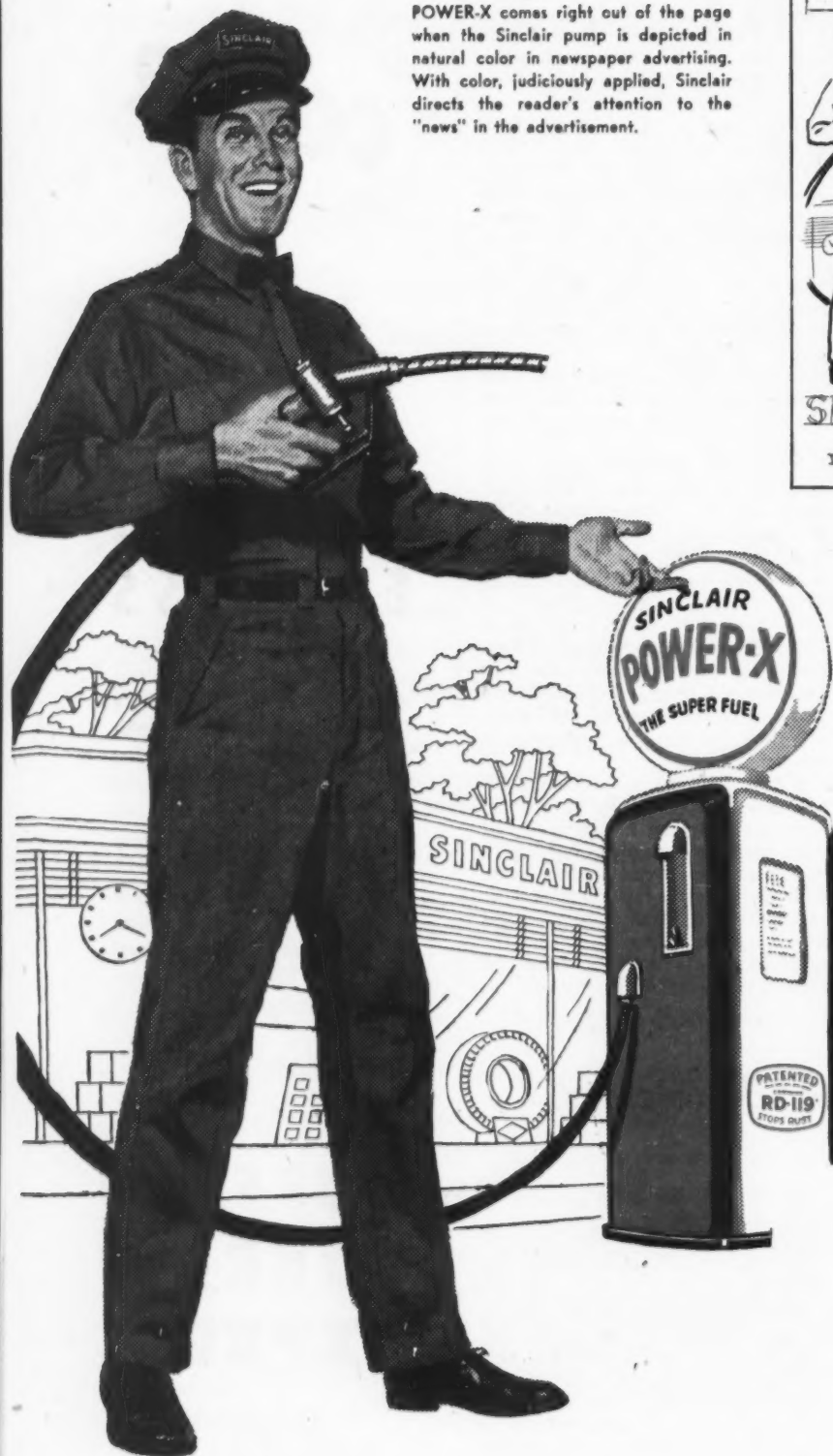
Western New York's only Morning and Sunday newspaper offers you the added impact of full R.O.P. Color in carrying your advertising message to the rich, 8-county Western N.Y. market. 299,226 circulation blanketing these 8 counties makes the Sunday Courier-Express the largest newspaper in the State outside of Manhattan.

BUFFALO COURIER EXPRESS

REPRESENTATIVES:

Scolaro, Meeker & Scott

POWER-X comes right out of the page when the Sinclair pump is depicted in natural color in newspaper advertising. With color, judiciously applied, Sinclair directs the reader's attention to the "news" in the advertisement.



of the "Report on Newspaper ROP Color Requirements," of Reddy-Lake Shore Electrotypes Co., Chicago—including 27 more newspapers than the 1952 edition—shows that only about 10% require "no minimum" plate sizes. More than half will take advertisements only of 1,000 lines or larger. And about one-tenth of them—especially for two or three colors—require full-page units.

With ROP color, too, "All Business Is Local." The advertiser today may choose among 500 major, middle-size and smaller markets. He may buy his ROP color in a newspaper such as the *Chicago Tribune* or the *Minneapolis Star & Tribune* which reaches readers in several states. He may buy it only in one sectional edition of a metropolitan newspaper. He may buy it in suburban newspapers, or in distant cattle, mining and lumber towns. And from Waltham, Mass., to Walla Walla, Wash., he can, if he wishes, get three colors.

Usually it still takes several days longer to close ROP color than black-and-white advertisements.

About three-fourths of all newspapers offering it, now close ROP color three days or less in advance of publication. In fact, about one-eighth of them close it in one day. A few papers close three-color advertisements in one day.

On the other hand, about one-tenth of the "color carriers" still need seven days or longer.

SALES MANAGEMENT

REILLY
REPORTS ON

what's new in

ROP color

AUGUST, 1953

This second issue of "What's New in ROP Color" makes advertising history by publishing, for the first time anywhere, a nationwide compilation and detailed breakdown of Media Records figures for ROP Color lineage. Authoritative data like this has never been available, not even privately, before—and so we are devoting our entire back page to this exclusive, fact-packed report.

Although you may already know that The Philadelphia Inquirer reduced its premium rate for ROP Color by 25%, effective July 1, 1953, the corollary facts that give this rate reduction great significance have not been pointed up by the trade press.

To wit: Philadelphia is the country's third largest market; Inquirer dominates in Sunday circulation and is a photo-finish second on weekdays; no other Philly paper offers daily full color ROP; under the Inquirer's newly reduced rate an advertiser pays premium of only 16.7% for two colors, only 22.2% for three or four colors. We flatly predict major repercussions, and will keep you informed.

Don't miss the August 15th issue of Sales Management. It carries a special 42-page section on ROP Color, printed on newsprint in order to reproduce typical examples of trade marks, packages, etc.—along with tip-ins of actual full-page, four-color ads.

Among the 18 chapters in this SM report are many interesting and useful facts, and an abundance of case histories of the experience of national advertisers with ROP Color.

One example: "More than \$1 million of the \$1.5 million which Lever's Chlorodent spent in newspapers went into ROP Color." ... Lever people told SM: "We were usually able to get the markets out that ... with good reproduction and strong reader impact—overs."

**This monthly newsletter is the first
and only publication devoted
exclusively to news of ROP color.**

**You can receive it each month with
our compliments. Just phone or write:**

Reilly Electrottype

305 EAST 45TH STREET
NEW YORK 17 • MU 6-6350

Lake Shore Electrottype

1224 WEST VAN BUREN STREET
CHICAGO 7 • SE 8-1010

**SIX OF THE SEVEN TOP ADVERTISERS IN
ROP COLOR LINAGE* FOR JUNE USE THE
BISTA MAT OR OTHER REILLY-LAKE SHORE PRODUCTS**

*Media Records figures

These 53 National Advertisers use *ROP Color* in the Milwaukee Sentinel

Accent
Ammident Toothpaste
Charles Antell Formula 9
Blatz Brewing Co.
Bordep's
Cargill, Inc.
Chevrolet
Chicken of the Sea Tuna
Coca Cola
Colgate Dental Cream
Continental Baking Co.
Crosley Radio
Dodge Bros.
Duncan Hines Cake Mix
Ford Motor Company
Fryrite
Graf's Beverages
Hawthorn-Mellody Farms
Heinz 57 Varieties
Hi-C-Orange Drink
Hi-Lex
Hills Bros. Coffee
International Harvester
Mrs. Karl's Bread
Kellogg's Cereals
L & H Appliances
Lan-O-Sheen
Mid-Continent Petroleum Corp.
Miller High Life
Mutual of Omaha
Post's Cereals
Procter & Gamble Co.
Nash Motors
National Dairy Products Corp.
National Homes Corp.
Palmolive
Patek Paints
Phillips "66" Petroleum
Plankinton Packing Co.
Pure Oil Company
Red Dot Potato Chips
Helena Rubinstein
Shell Oil Company
A. O. Smith Corp.
Standard Oil Co. (Ind.)
Sinclair Refining Co.
20th Century-Fox
Weber Beer
The Texas Company
Westinghouse
David White Co.
Wisconsin Independent Oil Co.
Wisconsin Oil Heat Assn.



Food products, passenger cars, trucks, gasoline and oil, beverages, appliances, dental creams and soaps are among ROP color users in the Sentinel. The advertisers are among the bell-wethers of American industry.

They expect—and get—good color reproduction in the Sentinel. That's why they are using it increasingly for effective coverage of the important Wisconsin market.

During the first half of 1953 the Sentinel carried 22.2 per cent more ROP color advertising than in the corresponding period of 1952—an increase from 139,280 to 170,148 lines.

Are you using ROP color to the fullest advantage in Wisconsin?

MILWAUKEE SENTINEL

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

Can Newspapers Now Carry All the ROP Color Advertising Offered?

Size of edition sometimes determines day when newspaper can carry your color advertising

Nine-tenths of repliers in SM's survey say that "generally" they can.

Three-fourths of newspapers listed by Reilly-Lake Shore Electrotape Co. now accept ROP color from national advertisers for any day of the week. For the others the most frequently "omitted" days are Sunday, Thurs-

day and Friday. Some merely report that their policy "varies."

But one major food advertiser tells SM that "too many food advertisers, in medium and large-size cities alike, do not have the capacity to print color when the size of the paper goes over a certain limit." Because most papers reach maximum size the day the local grocery copy runs, and when most national grocery advertising is scheduled, it is often necessary to run color copy on other than food day. In some extreme cases newspapers can accept color copy "only on Monday and Tuesday."

How Many ROP Color Advertisements Do Newspapers Carry?

Forty-two larger and smaller newspapers which provided figures for both years carried a combined total of about 9,900 ROP color advertisements in 1952, as compared with about 8,800 in 1951.

Of their 1952 total, 5,800 were national and 4,100 local ads.

In 1951, 4,480 were national and 4,400 local.

Thus the total number of ROP color ads in the "average" newspaper increased in this period from about 210 to 236. While the number of local ads declined from about 104 to 98, the number of national ads gained from 106 to 138.

"Averages," of course, take a bit of explaining: Total ROP color advertisements published by individual newspapers reporting for 1952 ranged from eight to nearly 900.

Among leaders in total ROP color ads in 1952 (and these lists should not be taken as "official" rankings) were the *Milwaukee Journal*, with

894; *New Orleans Times-Picayune & States*, 777; *Memphis Commercial Appeal & Press-Scimitar*, 737; *San Jose Mercury & News*, 664; *Indianapolis Star & News*, 631; *Dallas Times-Herald*, 550; and *Oklahoma City Oklahoman & Times*, 530.

In number of national ads in 1952 the *Indianapolis Star & News* stood first, with 523 — followed by *New Orleans Times-Picayune & States*, 437; *Memphis CA&P-S*, 412; *Milwaukee Journal*, 387; *San Jose M&N*, 384; *Dallas Times-Herald*, 354; *Sacramento Bee*, 291; *Oklahoma City O&T* and *St. Louis Post-Dispatch*, both 247; *Boston Herald-Traveler*, 225; *San Francisco Chronicle*, 218; *Cleveland Press*, 213.

Leading in number of local ROP color ads were the *Milwaukee Journal*, 507; *Lubbock, Texas, Avalanche-Journal*, 359; *New Orleans TP&S*, 340; *Memphis CA&P-S*, 325; *Fresno Bee*, 307; and *Tulsa World-Tribune*, 300.

Are National—or Local—Advertisers Making Greater Use of ROP Color?

In any market the number of local advertisers far exceeds that of the national advertisers serving it. Media

Records figures show that across the country the lineage ratio of retail to "general" advertising (national and

NEW POWER IN AN OLD RELIABLE!

★
ROP Color Makes
The Canton (O.) Repository
Stronger Than Ever!

Always a star salesman, The Canton Repository is now delivering added impact for many an advertiser who uses ROP color in The Repository. Color's proven impact and effectiveness is all the more outstanding in The Repository which serves as buying guide for 64,456 readers every day.

You can put color and The Canton Repository on your sales force now . . . either one, two, three or four-color ROP. The Repository's power in black and white has been setting records for years. Why not let us help you set new ones in color? Color in The Canton Repository is the way to do it!



REPRESENTED NATIONALLY BY STORY, BROOKS & FINLEY

automotive combined) is 3 to 1.

Leading local advertisers, such as department stores, also are the largest advertisers in newspapers in their markets. Some of them use, in individual newspapers, 500,000 or more lines a year. Few national advertisers run more than 50,000 in one paper.

But both in proportion to their total advertisements and in actual number of advertisements published, national and regional advertisers have moved ahead of local advertisers in ROP color.

Newspapers participating in SM's survey reported median figures of less than 1% of all local display advertisements and of about 5% of national in ROP color.

Among newspapers answering this question in number of ads: Nine showed the ROP color share of total national ads run in 1952 at 8% or more. This list was led by the *Dallas Times-Herald*, with 13% — as compared with 12% in 1951. In other words, one in every eight ads run in the *Times-Herald* was in ROP color.

• Other newspapers which published

from 10.68% to 8% of their total national ads in ROP color in 1952 were the *Sacramento Bee*, *Fresno Bee*, *San Jose Mercury & News*, *Nashville Banner & Tennessean*, *Milwaukee Sentinel*, *Indianapolis Star & News*, *Los Angeles Daily News*, and *Boston Herald-Traveler*.

Sixteen newspapers said the ratio of ROP color to their total national ads in 1952 was between 5 and 7%; 13, from 3 to 5%; 11, 1 and 2%; and two less than 1%.

In ROP-color-to-total-local ads, the *Fresno Bee* was far out front among reporting newspapers — with 14%. In the *Walla Walla Bulletin* it was 5%, and in the *New Orleans Times-Picayune & States*, 3.4%.

Eight other newspapers in which ROP color ads were 2 or 3% of their local total—or about three times the median figure for all the newspapers—were the *Birmingham News & Post-Herald*, *Everett Herald*, *Gary Post-Tribune*, *Omaha World-Herald*, *Pittsburgh Post-Gazette*, *Sacramento Bee*, *San Jose Mercury & News*, and *Tulsa World-Tribune*.

In 15 this proportion was 1%, and in 27, less than 1%.

Which Industries Lead In ROP Color?

Of newspapers which listed for SM their "top five" national classifications, "food and grocery products" were mentioned by 68. In addition 14 separate mentions were made for bakery products, eight for dairy products, five for meats (and fish and poultry) and one for frozen also include food beverages and, in one instance, dog food. In some cases the repliers themselves include under groceries soaps and cleansers. When mentioned separately, SM puts these under drugs, soaps and toiletries.

In addition to bakery products and food beverages, some leading ROP color sub-classifications under foods are cereals and margarine.

Alcoholic beverages stand second in total mentions, with 43. Some repliers probably include beer in this group. Mentioned separately, beer ranks fourth, with 34 mentions. Drugs, soaps and toiletries are third, with 39; gasoline and oil fifth — 33.

Soft drinks are among the "top five" in 18 newspapers. Then, in descending order—all with less than 10 foods. In our definition, "groceries" mentions each—are tires and automotive; electrical appliances and radio-TV sets; transportation (airlines in Fort Worth, railroads in San Francisco).

Scattered leaders include apparel, candy, feed, and hotels and resorts.

Who Are Local Users?

Among leading local users of ROP color department stores are followed closely by grocery stores; "men's and women's apparel" (some of it promoted by department stores) and furniture and floor coverings.

Half or less mentions then were made, in descending order, for electrical appliance-television stores; jewelry — including "credit" jewelry stores; drugs and toiletries; shoes; autos, accessories, tires; building materials — including paints and hardware; dairy products, and banks.

Scattered local leaders, each in one or two newspapers, are "dry goods" and housewares, beer, fuel, nurseries and flower shops . . . public utilities in Omaha; luggage shops in Grand Forks and "morticians" in Walla Walla.

Two newspapers say simply "chain stores." Among the major chains using ROP color in different markets are A&P, Kroger, Safeway, and Sears, Roebuck.

PRECISION Work in a PRECISION City

In WALTHAM increase your
advertising impact with COLOR.

4 colors available daily.

4 color work since 1936.

The News-Tribune

Waltham, Mass.

Represented by The Julius Mathews Special Agency, Inc.

Add YOUR Product To This Impressive List Using

R-O-P COLOR

in **PORTLAND, MAINE**

PRESS HERALD • EVENING EXPRESS • SUNDAY TELEGRAM

Squire's — Victor Coffee — Burnham & Morrill —

Helena Rubinstein — Star Kist Tuna — Clorets

Shell — Max Factor — Swift'ning — H. J. Heinz

Aerowax — Cities Service — Maxwell House Coffee

Esso — Kellogg's — Aunt Jemima — Hi-C

Sweetheart Soap — Old Sunnybrook — Pride

Log Cabin — Colgate — Nescafe — Pet Milk

Kraft — Krinkles — Wizard Wick

Palm Beach — Amoco — Du Pont Sponges

Tabasco — Chlorodent — Wilson's Mor

Socony Vacuum — Ballantine Ale

Golden Wedding — Nucoa — Kelvinator

Jenney — Dole Pineapple — Tuffy

Hellman's Mayonnaise — Hiram Walker Imperial

Snider's Condiments — Chef Boy-Ar-Dee

Filbert's Margarine — Calso

Procter & Gamble — Cott's — Mobilgas

Black and one or two colors acceptable any day of the week.

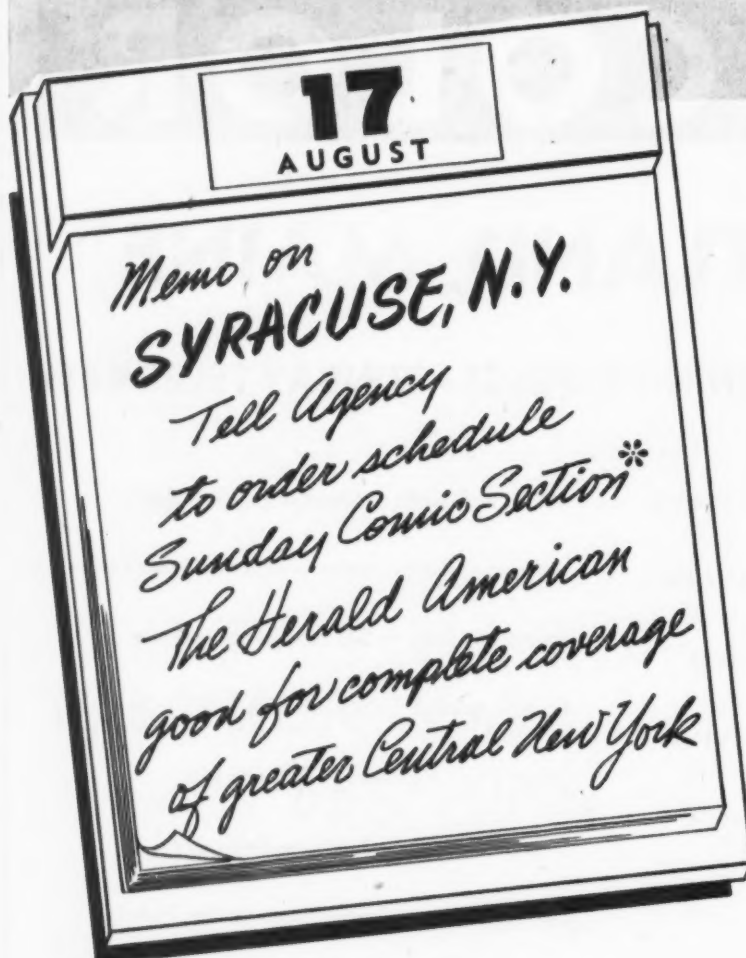
Optional insertion dates requested.

**USE NEW ENGLAND'S FINEST COLOR FACILITIES
TO INCREASE YOUR SALES.**

Represented by The Julius Mathews Special Agency, Inc.

Jean G. Williams, Natl. Adv. Mgr.

"A GOOD DAY'S WORK"



* See Newspaper Rates and Data for complete details.

Whether you are planning a test campaign or expansion of your present sales volume, The Sunday Herald American gives you top coverage (223,137 A.B.C.) of Central New York's ready-to-buy (500,000) population.



The SYRACUSE Newspapers

HERALD JOURNAL — POST STANDARD

(Evening)

(Morning)

HERALD-AMERICAN POST-STANDARD

(Sunday)

(Sunday)

GENERAL ADVERTISING REPRESENTATIVES

MOLOHEY, REGAN & SCHMITT

How Well Are ROP Color Ads Read?

Starch studies provide some evidence now of additional impact, and a new study has been launched.

A lot of advertisers believe they get in ROP color enough additional readership to justify the premium rates. Retail advertisers prove it by response to specific offerings. But national advertisers — especially those using several media in the same area — as yet have seldom come up with adequate evidence.

The 15-year Continuing Study of Newspaper Reading, conducted by Advertising Research Foundation and financed by the Bureau of Advertising, American Newspaper Publishers Association, has found no sure comparisons, in 150 studies of individual newspapers of relative readership of ROP color vs. black-and-white ads.

Now, after some years of readership studies of newspaper advertising, Daniel Starch & Staff, Mamaroneck, N. Y., is launching a Continuing Study of ROP Color Readership. This work, under Stan M. Sargent, director of the Starch newspaper program, is being handled by Peter Toso.

Meanwhile, in studies of more than 60 newspapers in 1952, Sargent explains, the Starch organization "happened" to cover some 20 ROP color ads. Eighteen of these were in groceries and foods. Their average size was 1,000 lines.

Starch interviewers query readers on "three degrees of reading":

"1. *Noted* includes all readers of the current issue who remembered that they had seen the advertisement in the particular publication," whether or not they could "associate it with the name of the product or advertiser."

"2. *Seen-Associated* includes all ... who had seen the advertisement in the particular issue covered and associated it with the name of the product or advertiser."

"3. *Read Most* includes those readers who had read 50% or more of the reading matter of the advertisement."

Among women, an average of 34% had noted the 18 grocery product ads in ROP color; 33% had seen-associated them; and 20% had read most of these ads.

Starch then found that readership

SALES MANAGEMENT

Ranks 15th in the U.S. in R.O.P.



Local and national advertisers realize more and more the tremendous impact of color in a highly respected, influential newspaper . . . a newspaper that reaches 76% of the families who live in the nation's 39th market in per capita rated sales. They

know too, that their color is handled skillfully with excellent reproduction & register. Most of all they know that in Grand Rapids, Michigan, The Press Alone with its unduplicated saturation coverage will give them the desired results at one low cost.

The Press covers 305,841 families in The Billion Dollar West Michigan Market

The Grand Rapids Press

Published 5 Day Weekdays

A. H. Kuch
110 E. 42nd St., N.Y.
Media Records

For Complete details, write, wire or phone

The John E. Lutz Co.
Tribune Tower, Chicago
Audit Bureau Circulation March 1953

by women of 22 black-and-white grocery ads averaging 975 lines, in the same issues, were:

Noted, 29%; seen-associated, 27%; and read most, 14%.

Thus, among women, the first two factors registered nearly 20% higher and thorough readership was nearly 50% higher in ROP color than black-and-white.

Among men the 18 ROP color ads scored averages of 8% for noting, 8% for seen-associated, and 5% for read most, while the 22 b-&w ads received respectively 6%, 5% and 2%. The men's noted average was 30% higher; seen-associated 60% higher, and read most factor 150% higher in ROP color.

To be on the safe side with the women (who do most of family food buying and preparation), Starch re-

checked findings in 48,900 interviews with women, made in the three-year period 1948-50. Among all of them the average 1,000-line black-and-white food ad scored 29% for noted, 28% for seen-associated, and 12% for read most.

Compared with findings from this much larger sample, ROP color advertisements showed up somewhat better in the important *read most* factor.

Some individual advertisements in ROP color have achieved rather phenomenal marks. A full page Star-Kist tuna insertion in two colors in the *Philadelphia Inquirer* early in Lent in 1952, was noted and seen-associated by 78%, and read most by 70% of women interviewed. It was noted and seen-associated by 47% and read by 40% of the new.

sponsible. He thought that the timing of the ad, last spring, also was a factor. One week later he repeated the same ad in black-and-white, and results were 'way down. Later, he repeated it in color and results went 'way up.' . . . An *A&P Stores'* ad for eggs (in blue) has run three times—and "each time brought peak-volume sales of eggs."

Dayton News and Journal-Herald: "Reports generally indicate returns from color ads two to two and one-half times greater than black-and-white." . . . *Denver Rocky Mountain News*: "Local advertisers all report that increased results justify the cost of ROP color."

Milwaukee Journal produces a pile of sales evidence on ROP (all in three-color), but asks SM not to reveal advertisers' names:

Advertiser of hams and bacon, reporting last spring: "Our bacon sales are 2,000% over last year and even in Lent are still climbing. Distribution has exceeded our fondest expectations. Easter ham orders quadrupled over last year." This advertiser now uses 14,400 ROP color lines annually in the *Journal*.

Another meat packer "increased brand preference of packaged bacon in Milwaukee from 21.8% in 1950 to 33.6% in 1953—or by nearly 35,000 families. On wieners his increase was from 37.4% to 40.5% — or 10,047 families." This advertiser used 15,000 lines in three colors in the *Journal* in 1950; 12,000 in 1951, 21,600 in 1952.

Minneapolis Star & Tribune: A full-page spot color ad for *Lan-o-Sheen* household cleaner in the *Evening Star* for April 7 — part of a 10,000-line campaign in this newspaper — "helped to double sales of the Red Owl Co. in the first quarter of 1953, and also doubled sales for other stores." . . . *Red Owl Stores* ran a full-color page on Procter & Gamble's *Cheer* in the *Star* last December, and "sold a three months' supply in one weekend." . . . "Color advertising for *Hi-C* juices helped local brokers to exceed quota for first six months of 1953 by 17,000 cases in Minneapolis and 16,000 cases in North Dakota."

Pontiac Daily Press: "Economy Furniture Store ran one-color pages on a wheelbarrow, and sold out initial stock, plus orders for 160 more. The store followed this with a color page on a portable power saw—sold the original 48 plus four dozen more."

Portland, Maine, Herald & Evening Express showed enterprise in getting four food advertisers—*Burnham & Morrill* baked beans, *Maine*

What Does ROP Color Mean—To Sales?

Newspaper Advertising Executives Association found in 1946 that, of five million inquiries produced by 3,500 advertisements of 163 advertisers, "all types of color ads brought 53% greater direct returns than black-and-white."

About that time Sears, Roebuck and Montgomery Ward were discovering that "color outsold black-and-white by six to one."

Run-of-paper color in newspapers then was just beginning to gather momentum. In the last few years, as more advertisers have been attracted to it, and more advertisers have learned how to use it, the proof has been emphasized that ROP color can sell.

Here's some of it as reported at different NAEA sessions:

Chicago Tribune: Red Heart dog food expected to get sales of 200,000 three-can cartons from an ROP color insertion and got 500,000. . . . By merchandising a schedule of ROP color pages in the *Tribune*, *Nucoa* margarine got distribution in three chains and 24 independent stores. . . . Despite a price increase of 25 cents a case, *Squirt* Bottling Co. added 1,000 chain and independent outlets with the help of two *Tribune* ROP color pages.

San Jose Mercury & News: A San Jose department store normally expected to sell 200 pairs of shoes from a black-and-white ad; from an ROP color ad sold more than 2,000.

Dallas News: Neiman-Marcus Co., Dallas store, used ROP color to offer yellow lingerie at \$12.95 to \$17.95. Its original 600 pieces were sold out in the first day. Neiman-Marcus took special reorders—and reordered twice to fill them."

Newspaper replies in SM's survey bring a lot of such case histories up to date and down to the local levels. Take *Palm Beach* suits, for example: *Albany Times-Union* sends a tear-sheet of a *Palm Beach* ROP color ad in blue, placed by *McManus & Riley*, a local store, with these quotes from the advertiser: "Results terrific. . . . We've already doubled sales." *Pontiac Daily Press: Dickinson's* men's store ran a *Palm Beach* ROP color ad this month "and sold out all suits in stock—around 50."

The *Canton Repository* introduced ROP color in March 1952. A couple of current case-histories: A two-color ad in red and blue by *Farm Bureau Mutual Insurance* companies brought "very satisfactory results"; "generated tremendous interest in our own organization as well as prospects" — and led to two more ROP color ads. . . . A color ad by *Spark's* Store for *Springmaid* sheets brought "the biggest week of the year for our domestics department."

Chicago Sun-Times: When the *House of Slip Covers* ran an ROP color ad (in red), "results were so sensational that the advertiser could not believe that color alone was re-

New! Magically Different Suds Discovery!
PROVE IT! CHEER'S AMAZING NEW BLUE cheer

It's New!
cheer
 THE BLUE MAGIC SUDS
 GUARANTEES YOU THE CLEANEST WHITEST WASHABLES

IT'S NEW AND IT'S BLUE: Cheer capitalizes on color and product quality with color advertising in newspapers.

Egg Producers, Squire's Arlington sausage and Victor coffee—to join in a two-colors-and-black ad promoting a "Down East Breakfast," which ran in morning and evening editions of these newspapers. New outlets were opened for three of the products (B&M already had good coverage in the Portland area) and new demand developed. More of these four-in-one advertisements will be run. The advertisers divide the cost of space, plates and artwork.

Pottstown, Pa., Mercury: C. J. Keiser Co. promoted Frigidaire's "spring opening" in two colors, ROP. This dealer regarded it as the "most effective" in reader impact which he ever ran.

Tampa Daily Times: "A real estate developer ran a double-truck ad in black and one color, and in the following week sold 108 homes. The houses averaged over \$10,000."

Watertown, S.D., Public Opinion: "Over a two-year period Old Sunnybrook whisky has moved from fourth to a steady first place in local sales. During this period they have run approximately one color ad a month." . . . When most other ice creams were "leveling off or showing a decrease in sales," one local company in Watertown—aided by ROP color—showed a 6% sales gain.

It's New!



It's Blue!

cheer
THE BLUE ★ MAGIC SUDS



Great for all types of washers—conventional and automatic

"National advertisers rarely, if ever, give us result stories from their ROP color advertising," explains the *Worcester Telegram-Gazette*—which provides retail case histories.

John C. MacInnes has found that "a good item, plus color advertising, will deliver many, many times the business of black-and-white," says Sol Scholder, merchandising manager of this department store. "But there is no magic in color which will overcome a buyer's mistake." Among other products MacInnes has used ROP color in an annual promotion

of Laros lingerie.

First ROP color advertising by a new car dealer in the *Telegram-Gazette* was a 1,000-line, two-color insertion last fall by Stockhaus Motors (Pontiac). Because it required registration for a drawing for free turkeys, response could be easily determined. In the first seven days "more than 1,000 people visited, looked and registered. More than 25 definite orders were taken for new Pontiacs. Many more . . . created a backlog of sales potential unknown to this dealer since the postwar days."

Which National Advertisers Are Doing Most In ROP Color?

More than 80 newspapers mentioned 130 different national or regional brands (or advertisers) among their largest users of ROP color in 1952.

Of these, *about* 50 were in food, more than 20 each in alcoholic beverages and in beer; 13 in gasoline and oil; eight in drugs, soaps and toiletries, and the rest in other industries.

(The "about" is the current total: at this writing returns from newspapers in new precincts are still coming in.)

Among all national names *Heinz*, with 25, thus far has nosed out *Coca-Cola*, 23, and *Lever Brothers' Chlorodont*, 19.

Heinz has sought one color — red — wherever available, for several years. *Coca-Cola* gets its red trademark over through its bottlers. *Chlorodont* (*SM*, November 10, 1951) set out last year to *greenify* the nation with ROP color. Other dentifrice makers — specifically *Colgate-Palmolive-Peet* and *Block Drug Co.*, with new chlorophyll versions of *Colgate* dental cream and *Ammident*, followed. *C-P-P* also used ROP color last year for *Ajax*, *Fab* and *Palmolive*.

Other soap and cosmetic firms mentioned as leaders in ROP color included *Procter & Gamble*, for "blue" *Cheer*, *Manhattan Soap*, *Max Factor*, and *Toni* division of *Gillette*.

Among food and food beverage advertisers *Heinz* received about three times as many mentions as any other. Then came *General Foods* (*Instant Maxwell House*); *Kellogg* (*Frosted flakes* and *corn flakes*); and in the South, *Blue Plate* foods, a subsidiary of *Wesson Oil & Snow-drift*.

Among other food brands mentioned as leaders in ROP color in one or more localities were *Armour*, for *Delrich* margarine; *Borden*, *Carnation*, *Continental Baking*, *General Mills*, including the *Sperry* division; *Oscar Mayer* meats, *MJB* foods, *National Dairy*, including *Kraft* foods; *Nestle*, *Pet Milk*, *Pillsbury*, including *Ballard* mixes, and *Swift & Co.*, chiefly for *Parkay* margarine.

But some regional ROP color leaders were — in coffee: *Butternut*, *Cain's* and *Manor House*. In bakery products: *American Bakeries*, *Betsy Ross*, *Buchan*, *Butternut*, *Davidson*, *Franz*, *Keystone*, *Langendorf*, *Mrs. Baird's*, *Snyder's*, *Sunbeam*, *Sunlite*,

and *Weber's*. Others ranged from *Godchaux* sugar and *Louisiana* rice, in the South, to *Plankinton* meat products in *Milwaukee*, *Rubel's* doughnuts in *Cincinnati*, to *Washington State* dairy products.

In soft drinks *Coca-Cola* had a seven-to-one lead over *Pepsi-Cola*. *Dr. Pepper* also was mentioned.

National Distillers' Old Sunny Brook had a slight margin over *Schenley's Old Quaker* and *Seagram's 7 Crown* in alcoholic beverage brands most often reported in the newspapers "top five" in ROP color. In addition, "National Distillers" itself was mentioned separately by four papers. *National* has now used ROP color for several brands for 16 years. *Schenley* currently is stepping up ROP color efforts. And *Seagram* has a job to do to keep that big red "7" in No. 1 spot among all whiskey brands across the country.

Park & Tilford and *Brown-Forman* both were reported apart from their products.

Other whiskey brands the ROP color efforts of which rate in different areas are *Ancient Age*, *Bourbon De Luxe*, *Corby's*, *Cream of Kentucky*, *Early Times*, *Echo Spring*, *Four Roses*, *Hill & Hill*, *Old Hermitage*, *Old Hickory*, *Old Stag*, *James E. Pepper* and *Ten High*. Several are strong regional brands.

Beer brands most often named

were *Ballantine*, *Newark*, a "shipping brewer"; *Jax*, strong across the South; and *Goebel* of *Detroit*. Then came *Hamm's*, *Lone*, *Star*, *Stroh's* and *Wiedemann's*. Others included *Budweiser*, *Burger*, *Cook's*, *C. U.*, *East Side*, *Falstaff*, *Frankenmuth*, *Pabst*, *Rainier*, *Red Top*, *Stag*, *Sterling* and *Wieland's*.

Among brands of gasoline and oil the top four were bunched, in this order: *Standard Oil of Indiana* (which has been putting its *Red Crown* in ROP color for two decades); *Mid-Continent*, *Socony-Vacuum* (including its *General Petroleum* division on the West Coast), and *Sinclair*. Some others were *D-X*, *Esso*, *Humble*, *Jenner*, *Marathon*, *Phillips*, *Star & Bar*, and *Sunoco*.

Miscellaneous national brand leaders were: *Nash* cars, in *Kenosha*; *Firestone* tires; *International Harvester's* electrical appliances; *Elgin* watch; *Packard-Bell* Television; *Lanosheen*; *M-D* tissue; *Kleenex*.

Some other brands named — not usually among the local leaders in the use of ROP color — were *Packard* and *Ford* cars in *Denver*; *Oldsmobile* in *Detroit*, and *Pontiac* in *Worcester*; *Admiral* refrigerators, *Turtle Wax* car finish, and *Duncan Hines* cake mixes. Most of these were placed by local dealers.

National brands also are getting more play in ROP color done cooperatively with dealers. Among these are *Cannon* and *Springmaid* linens, *Palm Beach* and *Hart*, *Schaffner & Mark* suits, *Jantzen* swim suits, *Hickok* men's accessories, *Lentheric* cosmetics, *Frigidaire* appliances.

What Does ROP Color Mean To National Advertisers?

National advertisers don't spill many beans on their results from ROP color advertising. Indeed, in the absence of controlled test campaigns in ROP color only, most of them don't have definite data to show.

Yet two important factors in ROP color's favor are the facts that so many national advertisers are continuing and expanding their efforts in it.

In alcoholic beverages, for example:

Seagram last year boosted ROP color expenditures for *7 Crown* by 50%. Other divisions of *Distillers Corp.-Seagrams, Ltd.*, have entered this "medium." Two of them are

Frankfort and *Gallagher & Burton*.

Schenley Industries keeps a lot of brands moving with ROP color's help. *Melrose Distillers, Inc.*, a *Schenley* division, for instance, now claims to be "most consistent" in this industry—employing ROP color for such brands as *Echo Spring*, *Melrose Rare*, *Old Charter* and *Old Quaker*. *Schenley* division has used it for *Cascade* and *Old Stag*. And out of \$2 million scheduled for newspapers in the year starting September 1, *Schenley Reserve* now plans to spend \$300,000 for ROP color—\$200,000 for full color and \$100,000, for spot color. Part of this program would blanket the brand's 20 "best markets."



What makes a newspaper great?

*Let me cawl you sweeeet-heart,
I'm in luvv with youuuuuuuuu...*

In quavering soprano, booming baritone and slate-pencil treble the melody drifts out on the soft night air. Under the hot white light of the bandstand, perspiring musicians sway to the familiar rhythm of the old waltz...

*Let me hear you whis-purrrr
That you luvvv me toooooo...*

Minneapolis is singing again, as she's sung every summer for 33 years. Sprawled in shirtsleeves on the cool grass or resting on benches under the stars, 10,000 good neighbors chorus the old songs at Powderhorn Park while the band plays on...and the kids lap at ice cream

cones... and everybody has a wonderful time.

Tomorrow night it'll be Windom Park's turn to sing... and Loring's the next night, with thousands more of the Upper Midwest's singing-est citizens coming to "all join in" at this traditional and beloved summer pastime, the 8-week series of band concerts and community sings jointly sponsored since 1920 by the Minneapolis Park Board, the Minneapolis Musicians' Association and the Minneapolis Star and Tribune.

There'll be song sheets and programs thoughtfully provided by these friendly newspapers. And there'll be handsome trophies, too, awarded twice this year as usual by the Minneapolis Star and Tribune to park communities that score highest in audience enthusiasm, attendance and conduct.

And when the last note of the last song of summer fades away, there'll be some 100,000 happy singers who will agree... there never was better fun than an old-fashioned community sing... and there never were better people to live and work and sing with... and there never were better neighbors than these two newspapers that work hard to contribute to the spirit and unity, pleasure and progress of a great region and its people.

**Minneapolis
Star and Tribune**
EVENING MORNING & SUNDAY
620,000 SUNDAY • 485,000 DAILY

JOHN COWLES, President

PIONEERS IN R.O.P. COLOR

In Western New England

When you add color you increase your sales returns, especially in Greenfield, Massachusetts.

Our many years of experience guarantees top reproduction. Constant use by the same advertisers proves the extra value.

Again in 1952 Greenfield led all Massachusetts year-round markets in per capita sales with \$1,950 — 87% above normal volume.

Greenfield's reputation as a top sales market is also ideal for testing your color campaigns.

ONE COLOR 13c Per Page
Line Flat — Min. 600 Lines

**Greenfield
Recorder-Gazette
Greenfield, Mass.**

Reps: Gilman, Nicoll & Ruthman

World's Only Newspaper

To print a full color front page
cartoon seven days a week.

ORLANDO
SENTINEL-STAR

Florida's Most Colorful newspaper, dominating Inland (Central) Florida, with a half million population.

ORLANDO SENTINEL-STAR

Morning - Evening - Sunday
Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

Don't miss . . . "When a Corporation
Says Merry Christmas to Its
Friends" September 1 Issue

The most complete collection of
Corporate Christmas Gift
ideas and company practices ever
made available.

Schenley reports that its salesmen and dealers are "more enthusiastic" about ROP color.

Foods:

An executive of Maxon, Inc., Detroit, replies to an SM questionnaire to advertising agencies by summarizing the experience of its client, H. J. Heinz Co., with ROP color.

Both Heinz and the agency consider "color (as an) important factor in the continued use of newspaper advertising. . . . The availability of ROP color has not substantially increased the newspaper share of the budget." However, "Heinz has been in newspapers in a substantial way for many years." Today, Maxon buys color (red) for Heinz "wherever it is available, out of our total list of 686 markets."

Borden Co. puts ROP color to work, through Young & Rubicam, to make new products and packages — instant coffee, cottage cheese, mayonnaise, etc. — "easier to merchandise."

MJB Co., San Francisco, reports that it has used ROP color for 12 years, and now puts it to work for 36 products. MJB advertisements run in two colors, usually 1,000 lines. Based on readership studies, and salesmen's and dealers' reactions, this company is convinced that ROP color is worth its additional cost.

Gasoline and oil:

Standard Oil Co. (Indiana) has scheduled ROP color ads in newspapers, says Wesley I. Nunn, advertising manager, for about "20 consecutive years." The current list, through McCann-Erickson, includes "55 large dailies where color is available at an accepted premium." Each receives four ads of full-page or 1,000-line size. The company seeks "spot color" (red) and black.

Because Standard of Indiana's advertising appears also in several other mass media, Nunn explains, "we have no direct evidence that would measure the sales effectiveness of one versus another. However, we do know that color enhances readership." Salesmen, agents and dealers are "enthusiastic about color advertising, and the ads are well merchandised. . . ."

Soaps and toiletries:

How a new product can be lifted in one year to the Big Four in a highly-competitive industry was demonstrated by Lever Brothers Co. in introducing Chlorodont tooth paste nationally last year.

Other Lever products have followed. Last fall, Bendix Home Appliances and Lever, for Rinso, joined in scheduling two full-color ads in 110 newspapers in a four-week contest. Some 15,000 super markets and 5,000 Bendix dealers took part in it.

ROP Color Helps National Distillers Lift Sales of "Contract Brands"

A 50-50 advertising program — increasingly in ROP color in newspapers — by National Distillers Products Corp., New York, with 75 regional distributors, has steadily strengthened the sales standings of five of National's "contract" whiskey brands.

These brands first were offered exclusively to a single distributor in each area in 1939. National persuaded the distributors to launch heavy local newspaper campaigns, through Lawrence Fertig & Co., agency for these and other National brands. One feature of the campaign was the first widespread introduction for whiskeys of ROP color.

The brands — in order of national sales standing — are Old Sunny Brook, Hill & Hill, Bourbon de Luxe, Bond & Lillard and Old Hermitage. Sunny Brook and Bourbon de Luxe are distributed generally throughout the country.

Hill & Hill distribution extends westward from Chicago and Dallas. Bond & Lillard is in the North Central and Old Hermitage in the Rocky Mountain-Pacific Coast area.

Fourteen years ago ROP color was available predominantly in one color only. To distinguish the brands — all of which were sold in some areas such as San Francisco and Los Angeles by some competing distributors — Old Sunny Brook has been promoted steadily in yellow; Bourbon de Luxe in green; Bond & Lillard in blue; and Hill & Hill and Old Hermitage in "brilliant red."

At the start, selling the distributors on ROP color took some doing. Philip Lukin of the advertising agency, for example, persuaded the Hill & Hill distributor in Los Angeles to run six color ads in as many weeks. After this series the distributor for National Distillers said, "This put the brand over."

Whoever ran a million lines of color in one year!

Whoever? Us... that's whoever!

Actually it's got us blushing an ANPA standard red! When it comes to r-o-p color advertising we're in a class by ourselves among U. S. newspapers (first in the nation, if it weren't for another outfit mentioned below!). Here is the record!

1. Every single year since 1948—according to Media Records, Inc.—we've run more r-o-p color advertising than any other U. S. newspaper, except one (the Milwaukee Journal—and we'll take our hats off to that bunch)!
2. In 1951, we published 1,006,100 lines of r-o-p color advertising—only we and one other U. S. newspaper (that Journal again!) have printed more than a million lines of color a year! Nobody else!
3. Thus far we've been talking about our morning and Sunday editions only! Add the volume of color our afternoon edition carries, and we wind up with an actual total of 1,331,270 lines of color in 1952—this is more than any other U. S. publisher has ever printed in any one year . . . except in 1951 when in all editions we carried 1,465,254 lines, the all-time record in American publishing!

Here's performance—working for others. It can work for you. Ask Jann & Kelley, Inc., the wallop our r-o-p color packs!!

The Times-Picayune Publishing Company

The Times-Picayune
MORNING

NEW ORLEANS STATES
EVENING

The Times-Picayune
NEW ORLEANS STATES
SUNDAY

CIRCULATION 281,559 SUNDAY 275,794 DAILY

A. B. C. Publisher's Statement 1st Qtr. 1953

The five-brand program has run consistently ever since, and National has applied ROP color to other products. Four years ago, to insure fidelity of color reproduction, National had George H. Morrill Co. develop printing inks to its specification — "NAD Blue," "NAD Yellow," etc. The newspapers order the inks from Morrill or from a West Coast ink company, which has developed them to similar standards. National tries to keep the pattern of the advertisements simple and to avoid close reg-

ister, which might smudge or run.

Last year the one-color program for these brands was augmented with introduction of three colors, where available. A color insertion for each brand now appears in each of some 150 newspapers carrying color in the different distribution areas an average of once a month. (All told, the brands are promoted in about 700 newspapers.) Some individual newspapers, of course, may carry several color ads of these brands in a single month.

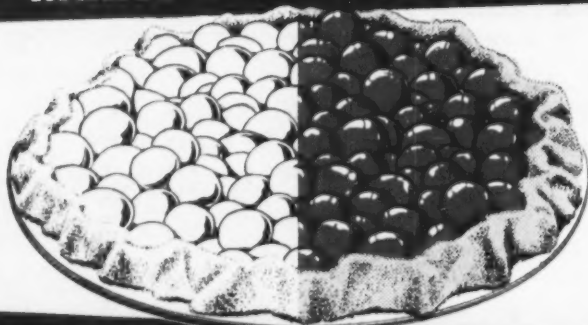
Combined National-distributors' expenditures in ROP color for the five brands is now about \$500,000 a year — as compared with \$250,000 five years ago.

National does not bar from its schedule newspapers with higher rate premiums for ROP color. But it does insist on less than page units. One-color ads usually are 1,000 lines and "full-color" 1,200 lines. The full-color ads run horizontally across the bottom of the newspaper page. Some are adaptations—"simple copy, bold art"—of ads used in 24-sheet posters. Some are designed by "poster artist" Lucian Bernhard. Such advertisements also are adapted to use in point-of-purchase advertising.

ROP color in newspapers, National Distillers points out, provides a "definite spur" to salesmen and retailers, and creates stronger impact on consumers.

COLOR

Makes The Difference!



Capture More Attention • More Readership • More Sales

In Worcester

Daily and Sunday, R.O.P., black and one color available.

Sunday Comics and Sunday "Feature Parade" 2, 3 or 4 colors.

Tell and Sell Your Story In Color — In 154,490 Papers Daily, 104,308 on Sunday.



WORCESTER, MASSACHUSETTS
George F. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

Hart, Schaffner & Marx Introduces Mat Service

New ROP plan is being offered to all 1,100 dealers. Dealers pay all space costs.

Although Hart, Schaffner & Marx, men's and women's clothing, itself does not use newspapers regularly, it has worked with dealers for several years to stimulate their efforts in ROP color. Thus far, however, reports E. G. Circuit, director of advertising, Chicago, "never more than 20 dealers in any one season ever availed themselves of these materials."

"Actually, many of the 1,100-plus dealers to whom the service was offered were in small towns which had no ROP facilities, or did not have advertising budgets large enough to do this rather expensive kind of advertising."

This fall—to reduce costs and increase participation, Circuit says, "we will provide to any dealers interested a complete set of Bista mats for each of two-color advertisements on Hart, Schaffner & Marx merchandise." This special mat service will be given "quite an extensive promotion — including both mailings and personal contacts by our sales force. We feel that the Bista mat development has improved its chances for being more widely used."

The dealers pay the entire space cost for ROP color advertisements.

SALES MANAGEMENT

Color Pay-off For Congoleum-Nairn

How 192 Milwaukee-area dealers tied-in with a distributor's full-color promotion on Jackstraw linoleum.

Congoleum-Nairn, Inc., Kearney, N. J., is seeing to it that "the Wisconsin story" will be repeated this fall by distributors and dealers in other areas.

A letter from John T. Lorick, Jr., Congoleum's sales promotion manager, tells distributors what happened when Neidhoefer & Co., distributor, lined up 192 dealers for participation in a full-color, full-page advertisement for new Jackstraw linoleum in the *Milwaukee Journal* of Sunday, April 12.

In this connection Lorick mentions that the *Journal's* ROP Color File program (see page 104) embraces a mat service whereby other newspapers may run this and other ROP color advertisements "at much lower cost."

He quotes from a letter from James Neidhoefer, president of the distributor company:

"In mid-March we sent to all merchants who had made Congoleum-Nairn purchases from us in the last half of last year a letter advising them of the ad we intended to run and asking them to participate." (Each dealer could "buy" a listing in it for \$5. Neidhoefer spent \$1,000.) A total of 192, throughout Wisconsin, took part. At the same time, 130 dealers agreed to install a Tile-O-Matic display. Dealer inventories of Jackstraw products were rounded out.

"In 90 days prior to running the ad," Neidhoefer says, "we sold here in Milwaukee 85 cases of Jackstraw tile. From March 1 through April 12, we sold 250 cases of Jackstraw tile. In the 60-day period prior to the running of the ad, we sold about 33 rolls of Jackstraw linoleum. From March 1 through April 12, we distributed 83 rolls of it."

Consumer response was equally good. Many retailers who had not carried Jackstraw purchased it. One merchant who for 20 years had been a salesman for a distributor carrying a rival brand of linoleum "told us how very impressed he was with the ad and gave us an order for Jackstraw merchandise."

The \$5 which each dealer paid for



**MORE AND MORE
ADVERTISERS FIND THAT**

Color Sells IN TEXAS

In the First Four Months of 1953 The Fort Worth Star-Telegram Ranked 8th Nationally in Color Lineage

Add the EXTRA SELLING PUNCH of ROP COLOR to the LARGEST CIRCULATION in Texas (the Fort Worth Star-Telegram) for full sales impact in the Fort Worth and 100-county West Texas market! It adds up to increased sales at the lowest cost per reader.

**R. O. P. Color—2, 3 and 4 colors . . . available
in Daily and Sunday Star-Telegram**

Total Net Paid Star-Telegram Circulation

242,542

(Morning & Evening)

223,444

(Sunday)

(Publisher's Statement to Audit Bureau of Circulations March 31, 1953)

WRITE Amon Carter, Jr.,
National Advertising Director
for complete market and
circulation analysis

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

WITHOUT the use of contests, schemes or premiums . . .
"just a good newspaper"

The
BIG
PAPER
for
MAINE
is the—

67,071 DAILY (A. B. C.) CIRCULATION
(Largest North of Boston)

The Bangor Daily News reaches more Maine families than any other daily published in the state.

Experienced advertisers familiar with Maine Marketing rate the NEWS highly on every list because it delivers outstanding coverage at low cost.

S/M Buying Power indicators show this market represents 1/3 or more of the state's total volume in every important category. You can **SELL** them through the NEWS.

R-O-P Color Advertising — 2 Colors and Black Available

Bangor Daily News

Maine's Largest Daily Newspaper

REPRESENTED BY—SMALL, BREWER & KENT, INC.

listing in the ad also covered free window and department displays, radio spot announcements and mailing pieces.

Attached to Lorick's letter to distributors was a list prepared by the

Milwaukee Journal of all newspapers — by city population sizes — which carry ROP color.

The page was prepared in cooperation with McCann-Erickson, Inc., agency for Congoleum-Nairn.

lot of ROP color advertising in newspapers. In the single month of June, 1952, the total advertising bill for older and new green toothpastes was \$4 million. This tapered off later and the 1952 annual total for all brands came to about \$28 million. But among other things it introduced some of the new "greens" to ROP color in newspapers.

Chlorodent sought to put big green ads in all 185 newspapers in the 162 markets on its schedule—and was able to get ROP color in 110. Out of a total circulation of 33 million, 18.9 million was in ROP color. For some newspapers—such as the *New York Post*—Chlorodent was their first ROP color advertiser.

When Lever could not buy color in the "first" newspaper in a market, it bought color in the "second"—but also gave a substantial black-and-white schedule to the "first." In markets where no color was available b-&w space was stepped up to get "similar impact." More than \$1 million of the \$1.5 million which Chlorodent spent in newspapers last year went into ROP color. Chlorodent's over-all budget in all media, through J. Walter Thompson Co., is now about \$3 million.

Lever's Efforts to "Greenify" Nation Land Chlorodent in Toothpaste Big 4

"The first big campaign in which color was part of both the product and the theme," reports Charles T. Lipscomb, Jr., president of Pepsodent Division of Lever Brothers Company, "has put Chlorodent toothpaste among the first four in sales."

Before Chlorodent was promoted and sold generally, in late 1951, after thorough tests in four markets (see SM, November 10, 1951), Charlie Lipscomb estimated that Colgate Ribbon dental cream got about 40% of all the dollars spent by the 80% of Americans who use toothpaste. Pepsodent and Bristol-Myers' Ipana each received about 15%, and Block Drug

Co.'s Amm-i-dent about 5%.

Today, he believes that Lever Brothers' share of total—Pepsodent, new Pepsodent "green" and Chlorodent—is "more than 20%." Colgate-Palmolive-Peet — supplementing its long established white cream with Colgate Chlorophyll — has about 45%, Amm-i-dent 10%, and other leaders were unchanged. Smaller brands declined.

Lipscomb says: "Chlorodent did twice as well, nationally, as we expected."

Chlorodent, of course, helped to turn a lot of other bands green.

And in the process it sparked a

Color insertions usually were 1,500 lines. Some newspapers, however, would only sell full pages. Estimating that it would have to pay an average premium of 40% for one color, Lever was pleased to get it for an average premium of 31%. Tom Murphy, brand advertising manager for Chlorodent, says that "the color was well matched."

Summarizing, the Leverites point out: "We were usually able to get the markets we wanted in color, at a cost less than expected, with good reproduction and strong reader im-

pect—all of which developed tryers, and turned them into steady buyers."

One result is that Chlorodent has continued in newspapers. The introductory ROP color campaigns ran from October 1951 to October 1952. These were then followed up by a series on tests among youngsters in "Boys' Town," Nebraska, and currently on what Chlorodent can do to overcome "morning mouth." The newspaper part of these campaigns has run in black-and-white.

But Lever Brothers still keeps that green ink handy.

One Page In Color Gives Wonder Bread Reader Impact Of Spread in B&W

Three years of experience have shown the nation's largest baker that ROP color is a good way to start an intensive newspaper advertising campaign.

And this fall, says Lee Mack Marshall, advertising manager, Continental Baking Co. also may learn that ROP color is a good way to follow up.

In Wonder Bread, Hostess Cake and other products, Continental's 84 bakeries do a combined volume of nearly \$200 million. To promote these products Continental now spends, through Ted Bates, Inc., New York, nearly \$5 million. A substantial part of the total is in newspapers in about 65 major markets.

For Wonder Bread—which gets the largest share of the company's budget—spring and fall schedules on an "A," "B," "C" market basis usually involve a dozen insertions totaling 15,100, 8,700 and 7,200 lines, in 159 newspapers.

Until 1951 Continental's "A" market schedules opened with a double spread in black and white. Then the company decided to try a one color (red) and black on seven columns. Despite an average rate premium of about 35% for one color

and higher preparation costs, Lee Marshall points out, Continental has found the reader impact of seven columns in color to at least equal that of 16 columns black and white.

Of the 159 newspapers currently scheduled for Wonder Bread, campaigns in 92 now start in black and white and campaigns in 67 in color.

Larger television efforts ("Howdy Doody") caused the company to skip a spring newspaper campaign this year, Marshall explains. But this fall Wonder Bread will be back in newspapers—"probably using a greater proportion of ROP color. Our bakeries' salesmen like it. So do our retailers. We use reprints of our color ads for window and interior displays."

More color insertions would be used "in all available markets."

Continental has had no difficulties with newspapers charging higher than "average" premiums for color, Marshall says, nor on quality of ROP color reproduction. Instead of trying to crowd into thicker papers on later-week "food days," the company prefers to run on Mondays or Tuesdays.

All the advertising is placed by the agency from New York at national rates.

ning for your clients in the last three years?"

A Chicago executive reports "quite a strong tendency among our clients to use ROP color, when and if using newspapers."

A New York executive: "ROP color has gained in importance in our consideration. Particularly in introductory campaigns, we think of this device as giving us assured attention." But its "relatively high cost" causes "certain reservations on recommending its continued use." On the other hand, for regional advertisers, "we think ROP color has outstanding advantages."

John J. Flanagan, vice-president of McCann-Erickson, New York, replies that, despite its wider availability, "ROP color has not been an important factor in (our) media planning."

Another agency vice-president in New York finds it of "little significance. While we have used ROP color for several clients, the decision . . . was based on copy presentation rather than media efficiencies."

N. W. Sharrock, assistant media director of Campbell-Ewald Co., Detroit: "Our newspaper scheduling basically has been confined to black-and-white." Thus "our answers would be those of conjecture rather than experience." A lone Campbell-Ewald "experience" was three years ago, when Chevrolet ran a new model announcement campaign in one color and black in 100 newspapers. Chevrolet has since returned to black-and-white.

Charles A. Pooler, senior vice-president, Benton & Bowles: "While ROP color probably has taken on new importance, it is still very far from being given serious consideration on a national scale. Most of it is done for special campaigns or to give special emphasis under certain marketing conditions."

Question 2: "Has the present availability of ROP color in several hundred newspapers caused any of your clients to increase substantially the newspaper share of their budgets?"

Replies were almost uniformly No. One agency man qualified his answer with "one possible exception—a small one." Another: "Any increase would be due to recognition of the impact of local newspapers, rather than availability of color."

Question 3: "Would you give us examples of clients who use newspapers today primarily because of availability of ROP color?"

Again a quite-unanimous No. One agency man thinks "many local and regional advertisers must have been so

How Do Advertising Agencies Rate Color?

SM put some questions to top media executives of some of the largest advertising agencies. The replies—most of whom ask not to be identified—represent agencies with

combined annual billings of about \$350 million.

Question 1: "How much more, or less, of a factor has ROP color in newspapers become in media plan-

influenced." A second: "Some clients have taken advantage of ROP color because of its increased availability and improved efficiency, but they have not used newspapers primarily because of this."

Question 4: "Which clients now confine their own newspaper advertising (or cooperative advertising with dealers) predominantly to ROP color?"

An even more unanimous *None of Them.*

Question 5: "For which types of products do you find ROP color generally to be worth the additional cost and trouble?"

"No particular class of product." . . . "We use ROP color for food, liquor and gasoline advertising," but "we have no positive knowledge for which products . . . it is more effective." . . . "Decision is based on copy presentation or package identification problems by markets." . . . "Varies." . . . "Food products." . . . "Either in introducing a new product or in increasing awareness for a product distinguished by color packaging or color identification," such as Blue Cheer.

Question 6: "Please let us have

specific examples emphasizing that ROP color may be worth its higher cost—in reader impact and in actual dollar sales."

One agency executive mentions "salesmen's enthusiasm about possible merchandising impact." . . . Another: "It enhances the opportunity for dealer cooperating in tie-ins, window and store displays." . . .

But: "We don't use Starch, and

actual increase in dollar sales is impossible to trace." . . . "This seems to be a question best answered by some newspaper publisher." (As though it were not the agent's job to know whether the advertising was helping to produce buyers for his clients!) . . . "We have not been able to find sufficient data to prove its over-all effectiveness." . . .

Agencies need more color data.

Milwaukee Journal Enlists 89 Papers In Plan for More and Better ROP Color

In the first three months of an ROP Color Service, launched by the *Milwaukee Journal* on April 1, 89 newspapers—as well as suppliers and advertising representatives—had subscribed for it.

The service provides newspapers with a steady flow of material — at lower cost to them and their advertisers.

It consists of a Color File of editorial and advertising material in one, two or three colors, issued to participating newspapers at least 40

times a year, and a mat and plate order service, with Lake Shore Electrotape, Chicago, which provides delivery within 48 hours of the units offered.

Sources of the "file" are:

1. Editorial subjects from the pages of the *Journal* and other newspapers. (In 1952 color was used in 575 *Journal* editorial pages.)

2. Fifty pages annually of original retail color ads from Vogue-Wright Studios, Chicago, a Lake Shore affiliate.

3. Color ads from stores and sample national color ads which appeared in the *Journal* in 1952 and thus far in 1953.

4. National and manufacturer-retailer co-op color ads—adaptable for local use in other markets.

5. And color pages from other newspapers.

Early offerings included: One on home building, from the *Washington Post*; an American Red Cross page from the *Allentown Chronicle*; (the Advertising Council last spring began to offer newspapers ROP color ads for its public service campaigns); ads by various retailers on fashions, foods, home products, etc.; sample ads of such national advertisers as Coca-Cola (placed locally by bottlers), by Heinz, Procter & Gamble and Helena Rubinstein; and a Crane bathroom ad for dealer cooperative use.

Participating newspapers are in 34 states, District of Columbia, Hawaii, and Nova Scotia and Vancouver provinces in Canada. Several of them—including the *Akron Beacon Journal*, *Newark News*, *Pensacola News-Journal* and *Philadelphia Bulletin*—are not yet listed as carrying ROP color.

The presentation is reported to have swayed one major "undecided" newspaper to spend \$6 million for ROP color facilities.

In the first two months 150 mat units were ordered.

COLOR Pays Off Here

CALL-CHRONICLE NEWSPAPERS

Preferred

in

Pennsylvania's 3rd Market

with

Daily and Sunday Circulations

Retail, National and Classified Advertising

AT ALL TIME HIGHS

Add the Extra Punch of

R.O.P. Spot or Full COLOR

with Careful Stereo and Pridful Press Work

Where 4 out of 5 Families Buy Through Advertising in

CALL-CHRONICLE NEWSPAPERS

ALLENTOWN, PA.

National Representatives
Story, Brooks & Finley

THE MORNING CALL
EVENING CHRONICLE
SUNDAY CALL-CHRONICLE

To *Advertisers
and Agencies...*

*There is a sensational
new development
in the field of*

ROP COLOR

TURN THE PAGE

THE MILWAUKEE JOURNAL

ROP

COLOR

SERVICE

FOR NEWSPAPERS

*Meets the Needs
Local Advertiser*

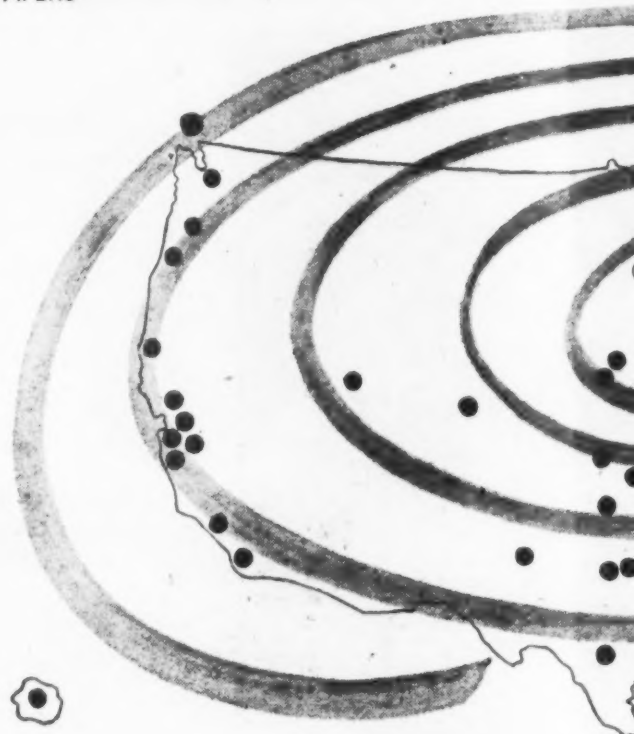
THESE SUBSCRIBERS WILL SERVE YOU

CITY AND NEWSPAPER

STATE

AKRON Beacon Journal
ALBANY Call-Chronicle
ALBANY Journal and Constitution
ALBANY News
ALBANY News, Post-Herald
ALBANY Globe
ALBANY Sunday Herald
ALBANY Courier-Express
ALBANY Post, News & Courier
ALBANY Sun-Times
ALBANY Tribune
ALBANY Enquirer
ALBANY Post
ALBANY Times-Star
ALBANY News
ALBANY Press
ALBANY Dispatch
ALBANY Ledger-Enquirer
ALBANY News
ALBANY News
ALBANY News-Journal
ALBANY Post
ALBANY Register & Tribune
ALBANY Free Press
ALBANY News
ALBANY Herald & News Tribune
ALBANY Register-Guard
ALBANY The Newspapers
ALBANY Star-Telegram
ALBANY Bee
ALBANY Chronicle-Herald
ALBANY Star-Bulletin
ALBANY Chronicle
ALBANY Star and News
ALBANY Florida Times-Union
ALBANY Star
ALBANY Newspapers, Inc.
ALBANY Journal-Star
ALBANY Arkansas Gazette
ALBANY Mirror
ALBANY Avalanche Journal
ALBANY News
ALBANY Herald
ALBANY The Journal
ALBANY Star-Tribune
ALBANY Bee
ALBANY The Peninsula Herald
ALBANY Advertiser-Journal
ALBANY The Banner-Tennessean
ALBANY News
ALBANY Times-Picayune, States
ALBANY The Norfolk Newspapers
ALBANY Oklahoman-Times
ALBANY World-Herald
ALBANY Sentinel Star
ALBANY Sun-Democrat
ALBANY Journal-News
ALBANY Journal Star
ALBANY Bulletin
ALBANY Inquirer
ALBANY Post-Gazette

Ohio
Pennsylvania
Georgia
Maine
Alabama
Massachusetts
Connecticut
New York
South Carolina
Illinois
Illinois
Ohio
Ohio
Ohio
Ohio
Ohio
Georgia
Texas
Ohio
Florida
Colorado
Iowa
Michigan
Michigan
Minnesota
Oregon
California
Texas
California
Nova Scotia,
Canada
Hawaii
Texas
Indiana
Florida
Missouri
Pennsylvania
Nebraska
Arkansas
California
Texas
Pennsylvania
Florida
Florida
Wisconsin
Minnesota
California
California
Alabama
Tennessee
New Jersey
Louisiana
Virginia
Oklahoma
Nebraska
Florida
Kentucky
Florida
Illinois
Pennsylvania
Pennsylvania
Pennsylvania



*A Centralized
With Nation-Wide*

Started only three months ago, ROP COLOR SERVICE now serves more than 100 subscribers through a "color plate pool" for distribution and interchange of materials to promote broader-use of ROP color on a nation-wide basis.

As a new and separate department of The Milwaukee Journal, ROP COLOR SERVICE operates jointly with Lakeshore Electrotype Co. of Chicago to provide rapid and efficient distribution of tearsheets and reprints of newspaper color material, and high quality reproduction mats and plates tailored to each newspaper's specifications.

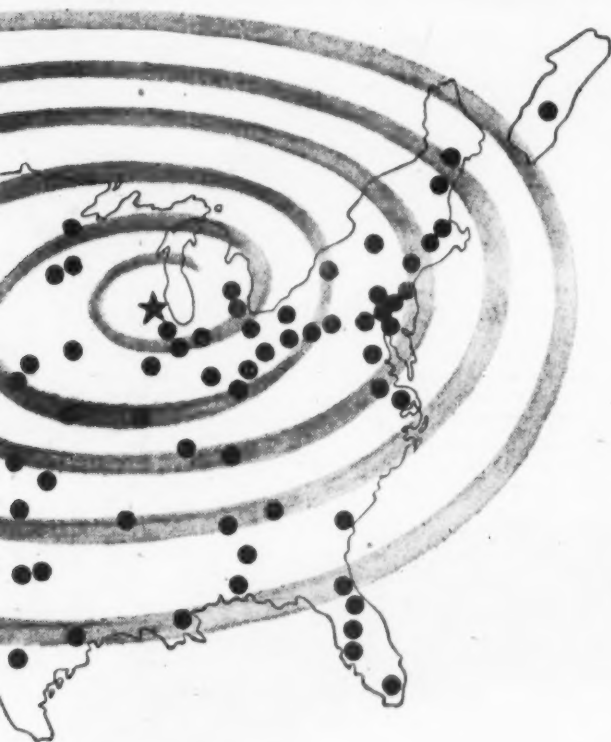
For further information
call or write

ROP COLOR

333 W. State Street, Milwaukee 1, Wisconsin—BRoadway 1-6000

Or These Offices of O'Mara & Ormsbee — New York

Needs and Demands of National and Advertisers and Their Sales Organizations



TOP MARKETS FROM COAST TO COAST

CITY AND NEWSPAPER	STATE
PONTIAC Press	Michigan
PORTLAND Press Herald- Evening Express	Maine
PORTLAND Oregon Journal	Oregon
RICHMOND News-Leader, Times-Dispatch	Virginia
SACRAMENTO Bee	California
ST. LOUIS Globe-Democrat	Missouri
ST. LOUIS Post-Dispatch	Missouri
ST. PAUL Dispatch-Pioneer Press	Minnesota
ST. PETERSBURG Times	Florida
SALT LAKE Tribune, Deseret News- Telegram	Utah
SAN ANTONIO Light	Texas
SAN DIEGO Tribune & Union	California
SAN FRANCISCO Chronicle	California
SAN JOSE Mercury-News	California
SEATTLE Times	Washington
SOUTH BEND Tribune	Indiana
TOLEDO Blade	Ohio
TULSA World-Tribune	Oklahoma
UTICA Observer-Dispatch & Press	New York
VANCOUVER Province	B. C., Canada
VANCOUVER Sun	B. C., Canada
WASHINGTON Post	D. C.
WAUKEGAN News-Sun	Illinois
WICHITA Eagle	Kansas
WILMINGTON Sunday Star	Delaware
WORCESTER Telegram-Gazette	Massachusetts

Non-Newspaper Subscribers

Howard Flint Ink Co.	Danner Press of Canton, Inc.
Huber Ink Company	W. C. Herrick Ink Co., Inc.
Kelly-Smith Company	Sawyer-Ferguson-Walker Co.
NEA Service, Inc.	Sinclair & Carroll Co., Inc.
Zinc Engravers	Washington Photo Engraving Company

Specialized Service Wide Coverage

ROP COLOR SERVICE is completely flexible—it meets the varied merchandising problems of the national advertiser as to co-op arrangements, scheduling dates, copy changes and local restrictions on a market by market basis.

Here is an established, going operation that combines the proved selling power of color with intensive newspaper coverage of leading markets—harnessing immediate local level action to your sales programs. It is demonstrating its practicability every day. We invite you to investigate the many advantages!

LEADING NATIONAL ADVERTISERS ALREADY SUCCESSFULLY USING



Jantzen	Rheem Manufacturing Co.
Palm Beach	Mohawk Carpet Mills
Frigidaire	Congoleum-Nairn
Crane Co.	International Harvester Co.
Phoenix	National Homes
Simmons Co.	Metro-Goldwyn-Mayer

SERVICE THE MILWAUKEE JOURNAL

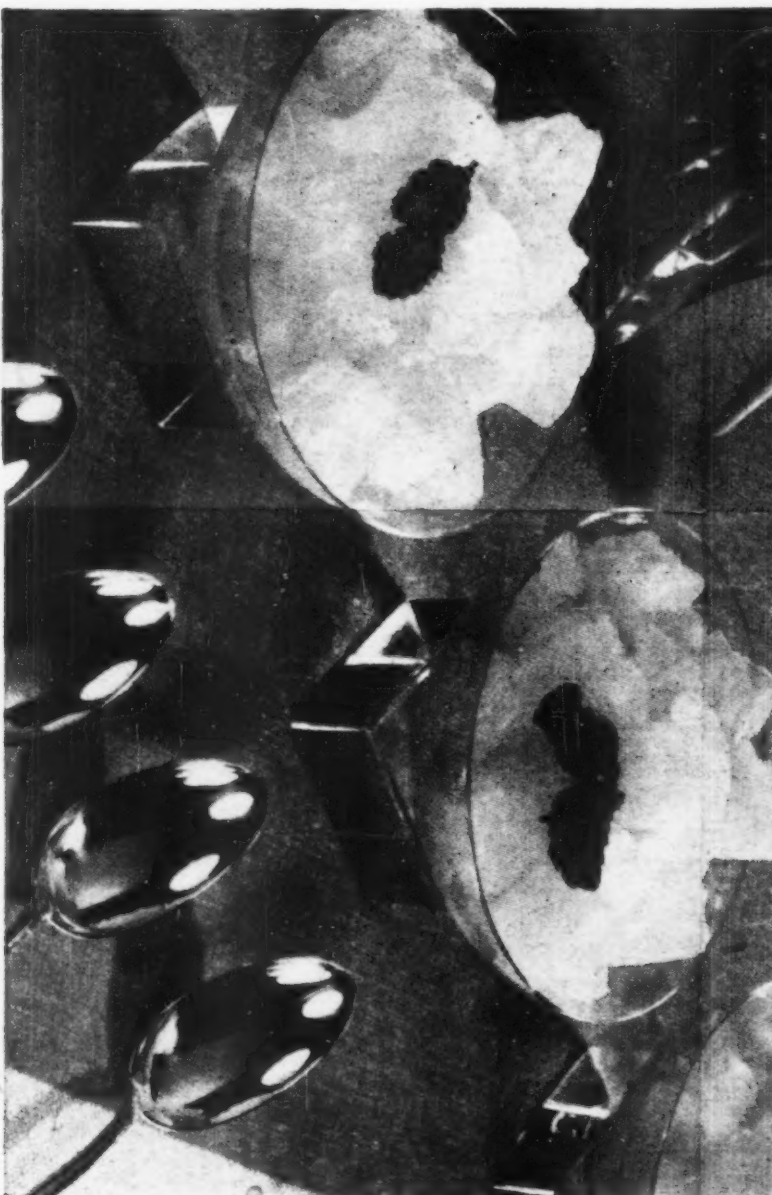
A. F. Hall, National Advertising Mgr. Norman Saukerson, Mgr. ROP Color

York, Chicago, Detroit, Los Angeles, San Francisco

Newspaper Reproduction?

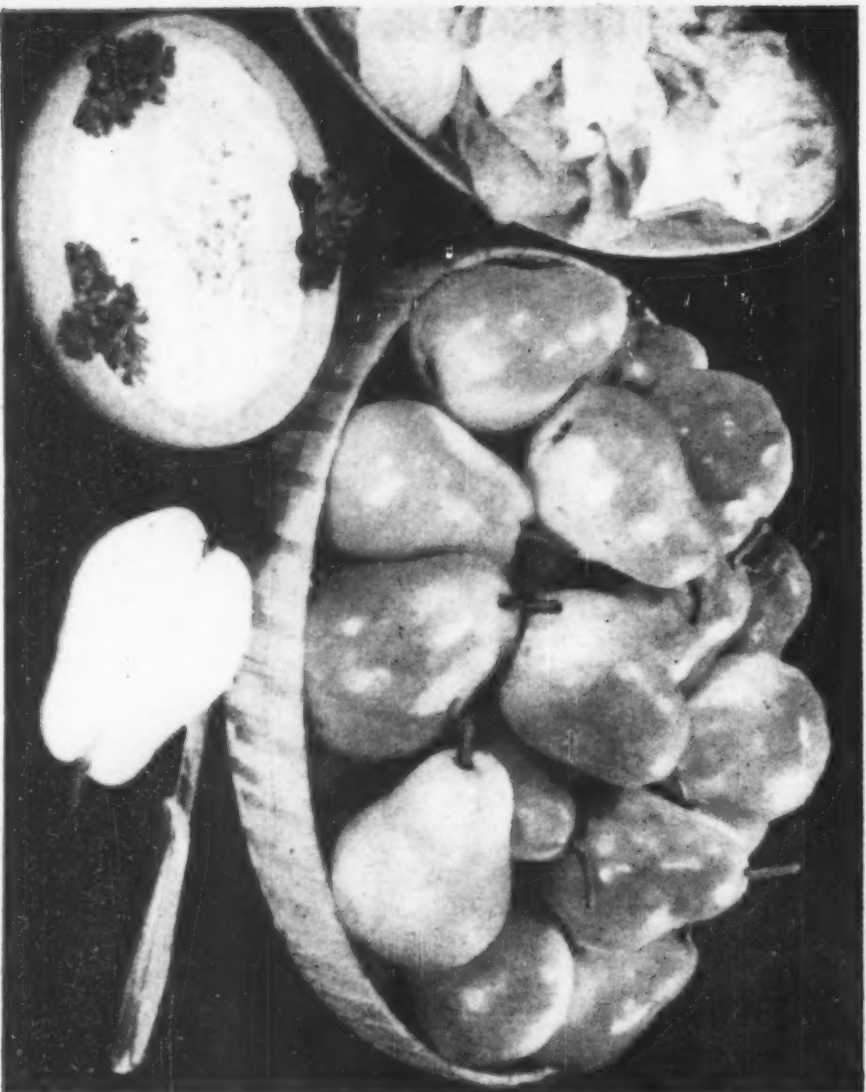
"Full color" printing—three colors and black—is now available, run-of-paper, in 211 newspapers of continental United States. Because of the impossibility of showing a full page newspaper sample of it on a standard SM page, *Sales Management's* editors, with an assist from *The Milwaukee Journal*, selected and present here an editorial page which demonstrates the technique and the results. This page was a standard run on *The Journal's* black-line news presses. Here's how a food advertiser emphasizing appetite appeal might make the most of R.O.P. color in newspapers.

Some national brands currently appearing in *full color*—either in "national" or in manufacturer-retailer co-operative campaigns—are Congelcum and Mohawk floor coverings, Gudahy and Oscar Mayer meat products, Duncan Hines foods, Nescale coffee, Hart Schaffner & Marx men's clothing, Jantzen swim suits, Frigidaire home appliances, Crane bathroom fixtures and Paper Mate pens.

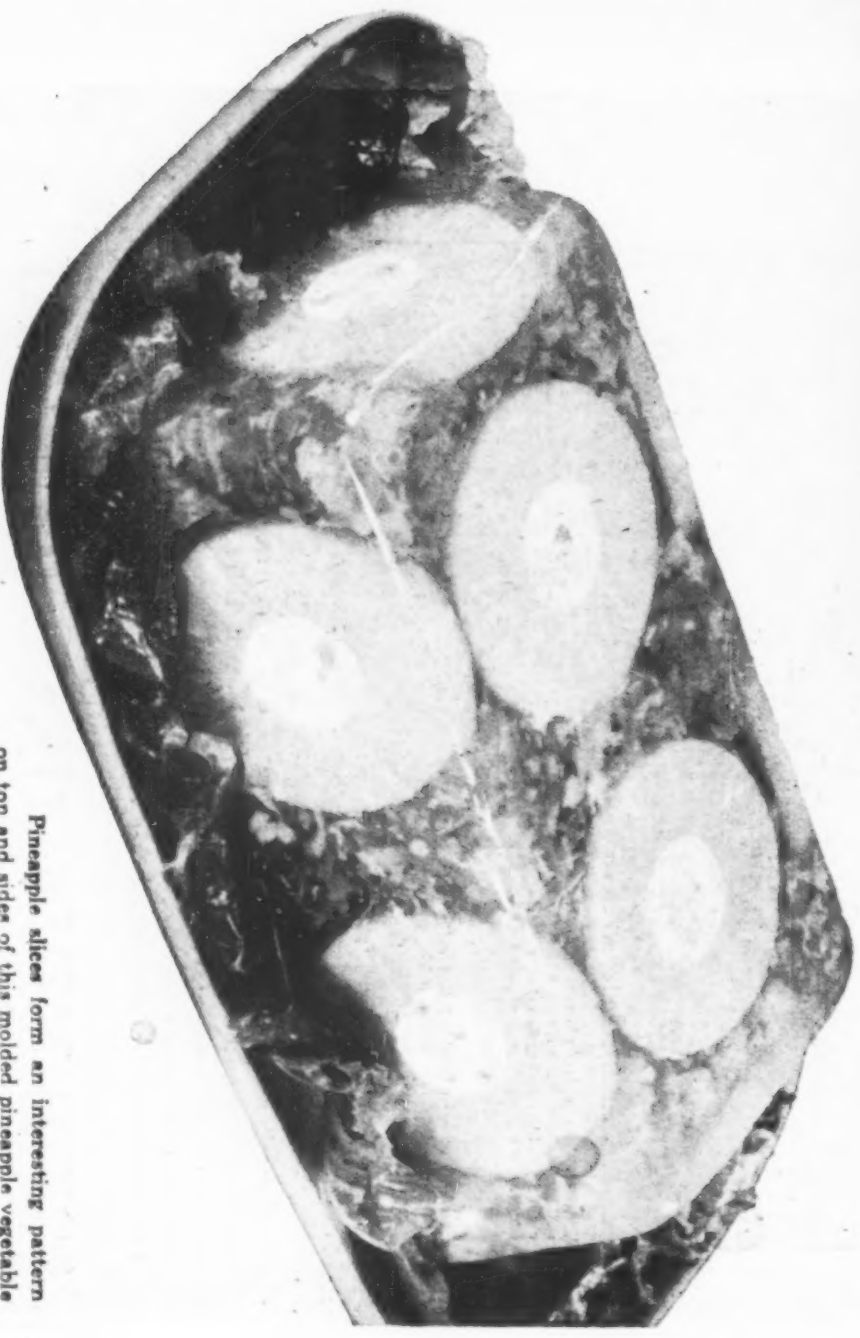


eon dish, the salad is prepared by combining cottage cheese, pineapple and chopped mint in mound shape. Serve on salad greens with fruit dressing. Iced tea makes an ideal accompaniment.

Frozen pineapple chunks served while still slightly frosty provide the hostess with a simple solution for a chilled fruit cup. Serve as appetizer or dessert and garnish with mint sprigs. A little sherry added to each dish makes a sherried pineapple cup. Melon balls and fresh raspberries can also be added to pineapple chunks for still another fruit cup version.



Delightful snack for any hour of the day consists of Bartlett pears and potato chips served with a western cheese dip. Cream cheese is blended with cottage cheese and blue cheese and seasoned with lemon juice, dry mustard and Worcestershire sauce. The dip will keep for weeks if stored in a tightly covered jar and refrigerated.



Pineapple slices form an interesting pattern on top and sides of this molded pineapple vegetable loaf. Ingredients in addition to pineapple include finely shredded raw cabbage, grated raw carrots, cream cheese, cream and toasted chopped almonds. The base is lemon flavored gelatin.

SALES MANAGEMENT

Fruit Refreshers

Blueberries Are Top Favorite This Month,

Serve Them With Pineapple, Cottage Cheese

By CLARICE ROWLANDS of The Journal Staff

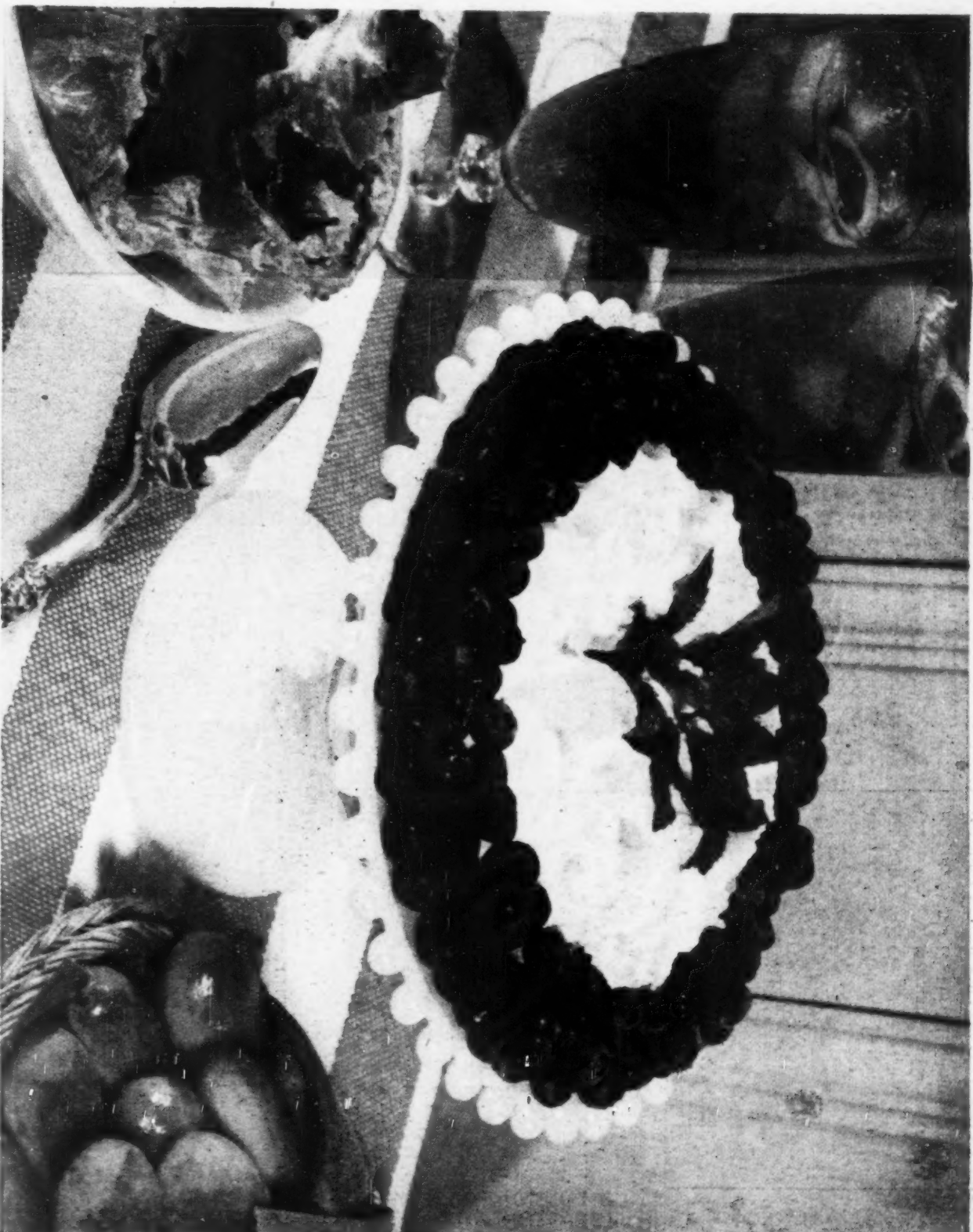
HOW cool it looks! That's what everyone will say when you serve a refreshing fruit dish on hot summer days. Food which appears cool is so appealing when the temperature soars. Fruit, too, is appetizing and healthful and often is a quick answer to hot weather menu problems. If you've run out of ideas for salads, desserts or snacks now that summer days have melted your pep to a small trickle, fruit is the answer. Fruits are not only cool, but light, pretty and tasty.

A top berry favorite in August is the blueberry. Let this fruit solve your summertime cooking problem by serving it in blueberry-pineapple-cottage cheese salad to perk up lagging summer appetites.

Blueberry-Pineapple-Cottage Cheese Salad

- 2 8-ounce packages of cottage cheese
- ½ cup drained, crushed pineapple
- 1 tablespoon fresh mint, chopped
- 2 cups blueberries, washed and well drained
- Fresh mint leaves
- ¼ cup mayonnaise
- 2 tablespoons cream
- 2 tablespoons pineapple juice

Combine cottage cheese, pineapple and chopped mint. Place in mound shape in center of serving dish. Surround with blueberries. Garnish center of cottage cheese mixture with fresh mint leaves. Serve on salad greens, with fruit dressing made by blending remaining ingredients. Makes 4 to 6 servings.



What About Three-Color Newspaper Reproduction?

"Full color" printing—three colors and black—is now available, run-of-paper, in 211 newspapers of continental United States.

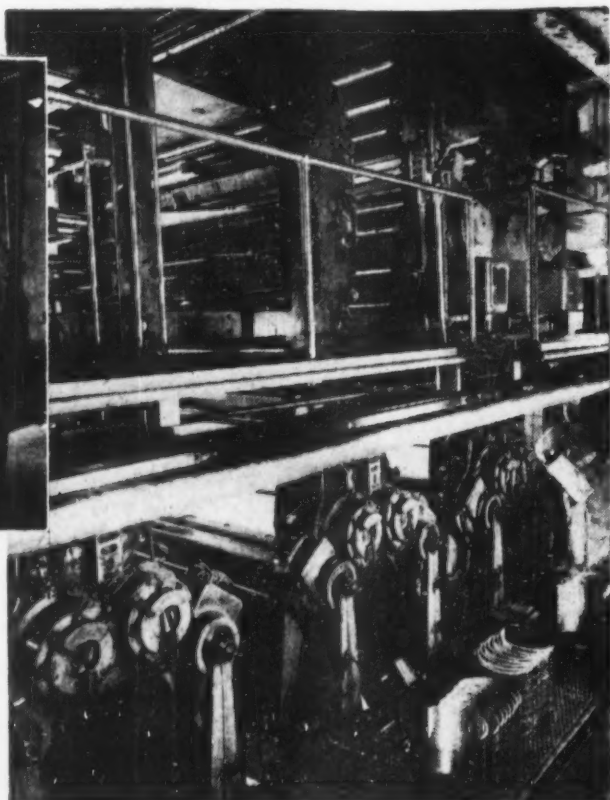
The soft powdery bloom of fresh blueberries surrounding this salad including crushed pineapple and cottage cheese suggests cool comfort. Fresh mint leaves as the center garnish provide an additional refreshing touch. An easy luncheon dish, the salad is prepared by combining cottage cheese, pineapple and chopped mint in mound shape. Serve on

N*ew Equipment and Methods* *Now Permit Color in Every Section of* **THE MILWAUKEE JOURNAL**



This spacious color photo studio is typical of The Journal's facilities for creating and producing newspaper ROP Color.

Color convertible black-line cylinders, overhead color decks with photo-electric color register control, and hydraulic ink controls make The Journal's newspaper presses the finest in the country.



The Journal's modern, high speed presses have been further improved for greater flexibility and service to advertisers through the installation of high-fidelity overhead color decks. Now, your one, two or full color advertising can be sched-

uled in any section of the daily or Sunday Journal! This broadened service will be available in September, to further improve the effectiveness of this newspaper's 92 per cent coverage of the Greater Milwaukee market.

THE MILWAUKEE JOURNAL

World Leader in Advertising since 1949

CANADA'S GREATEST NEWSPAPER MEDIUM

for COLOR
for CIRCULATION



Published as part of
the week-end
editions of 20 leading
Canadian newspapers,

WEEKEND Picture Magazine
provides advertisers with an opportunity
of telling their story, in two, three or four
colors, to the more than 1,000,000 families who buy and
read these newspapers. Specimens of the excellence of WEEKEND'S
color printing are available from any one of our
representatives in the United States.

OVER

ONE MILLION
AVERAGE NET PAID CIRCULATION

O'Mara & Ormsbee
Inc. in New York,
San Francisco, Los
Angeles; in Chicago,
John E. Lutz Co.

THE LARGEST CIRCULATION OF ANY PUBLICATION IN CANADA

AUGUST 15, 1953

105



SALESMAN'S BEST FRIEND: (left) National Dryer's demonstration model somewhat resembles a portable typewriter. It is set permanently into a case bottom. Here it is shown resting on the case, which has a voltage meter on the front to show what a small amount of electricity is consumed. The man at the left is S. Max Becker, president of the company; with him, Theodore R. Ruwitch, vice-president and sales manager.

CLEANLINESS & ORDER (below) . . . they're important sales arguments for National Dryer. Here's how an industrial plant washroom looks with National hand dryer installation.



See This Demonstrator? It Sells Hot Air

No, Sales Management's editors are not trying to trick you. The product is an electric hand dryer, and it's sold for use in institution and industrial washrooms. The demonstrator is so effective, company salesmen "feel naked" without it.

Based on an interview with THEODORE R. RUWITCH
Vice-President and Sales Manager, National Dryer Corp.

"Concentrate sales effort on the little fellow and the big ones will come along."

This is admittedly an off-beat kind of selling philosophy, but it works for National Dryer Corp., Chicago, a firm dedicated to the proposition that the nation should dry its hands electrically.

National Dryer is admittedly a "little" business, but its growth-rate in its less-than-four-years of existence has been vigorous. In 1952, sales were four times the first-year volume,

and half of that increase was achieved last year.

The product: an automatic electric hand dryer for industrial plants, offices, institutions and public washrooms. Ted Ruwitch, vice-president and sales manager for the corporation, says: "Demonstration is the selling key. We do everything we can to get the dryer in a position to stand on its own merits, to speak for itself." To demonstrate, National Dryer salesmen carry portable machines, plug in a wall socket, ask

prospects to wash hands and use the dryer.

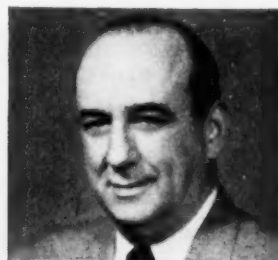
Corporation president S. M. Becker, Jr., estimates that there are more than 50,000 electric hand dryers in use, and that more than half of these have been sold in postwar years. He feels that the industry has grown because of increased efficiency of the dryers, "and because progressive-minded executives are constantly on the lookout for equipment which will afford economies."

Before entering the business of manufacturing electric hand dryers, Becker and Ruwitch made an extensive investigation of the market and were impressed, Ruwitch says, "with its *amazing* potential. We found that there was no type of industrial plant or institution that was not a possible customer. Independent engineering sources told us that the product we had developed was not only sound, but that it would offer the user maximum efficiency."

As a former salesman of industrial machinery, Ruwitch approached the dryer from the industrial salesman's

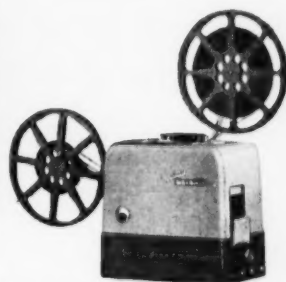
"These feet lend a big helping hand to our salesmen!"

TOLEDO STEEL PRODUCTS COMPANY



"The feet of a successful salesman star in the low-cost sound movie we made ourselves with the Bell & Howell recording projector. It's our most dynamic sales tool!"

H. S. RILEY
Sales Manager
TOLEDO STEEL PRODUCTS CO.
Toledo, Ohio



New! Magnetic Filmosound 202 16mm recording projector lets you add that professional touch to your movies easily, inexpensively. Add sound to old silent films, change sound to fit specific needs . . . shows any 16mm movie. From \$699.

Filmosound 285 shows optical sound or silent films. Brilliant pictures, full, natural sound at all volume levels. From \$449.95.

Find Out Today How
Bell & Howell Can Help You!

Sound movies you make yourself
get results at lowest cost!

"Travelogue of a Parts Salesman" is a sound movie that tells the complete story of Toledo Steel and the automotive parts they make. It also shows the salesmen themselves how to do the best selling job. Every salesman has his own copy to show to customers. Several new accounts have already been traced to the movie.

Toledo Steel wrote the script, shot the film, then put on their own commentary with the Bell & Howell magnetic recording projector, the Filmosound 202. Thus, they gave their own sound movies that professional touch at a minimum of cost.

In industry, church and school, more and more sound movies are used to solve heretofore difficult and costly problems.

Bell & Howell offers a wide variety of the finest motion picture equipment to help you do the best job at lowest cost.

Bell & Howell
*makers of the world's finest
motion picture equipment*

Bell & Howell Company
7190 McCormick Road
Chicago 45, Ill.

Please send me, without cost or obligation, complete information on sound movie equipment for use in: ☐ Industry ☐ Home ☐ Church ☐ School

NAME.....
ORGANIZATION.....
ADDRESS.....
CITY.....
COUNTY.....STATE.....

BAYONNE

IS A

NATURAL



for **TEST TOWN**
Metropolitan NEW YORK

Although Bayonne is within a stone's throw of New York, and is typical in all major market data facts... Bayonne cannot be sold from the outside... Send for the revised 1953 up-to-the-minute MARKET DATA FOLDER

THE BAYONNE TIMES

BAYONNE, NEW JERSEY
Nationally Represented By **BOGNER & MARTIN**

**transportation costs
adding up to headaches?**

234799

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ **FLEET RENTAL** is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs **TAX DEDUCTIBLE**. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

TOWN AUTO RENTALS, INC.
401 North Broad Street, Philadelphia 8, Pa.

MArket 7-7936

Backed by 32 years of auto service

Selling the Hardware Trade?

**FOR LESS THAN 25¢
SELL YOUR PRODUCT
1000 TIMES A DAY**

with

**Imprinted
LISTO**

MARKING PENCILS



©1952

LISTO PENCIL CORP., ALAMEDA, CALIFORNIA
In Canada: LISTO PRODUCTS, LTD., VANCOUVER, B. C.

viewpoint. He had faith in his product, but he knew he would have to justify investment in it by proving economies and satisfactions.

Various types of hand dryers had been on the market for 35 years, but the earlier types failed to do a satisfactory job of drying. This created a public prejudice against automatic dryers. "I guess you might say we had a kind of intangible urge to overcome that attitude," Ruwitch explains.

When Becker and Ruwitch bought out the year-old firm in 1950, National Dryer had only one distributor in the Middle Atlantic states, and several jobbers. The sales program lacked co-ordination. Advertising had been limited to two or three regional business magazines.

What Distribution Pattern?

The new owners concentrated initial efforts on sales, but established sound manufacturing policies, too. They developed a program of continual research and engineering development, and they have obtained a number of new patents on exclusive features of their machine.

How best to market the dryers? "After investigation," Ruwitch says, "we realized that maximum sales would result if independent distributors devoted full-time efforts to National Dryer, or if separate organizations were set up by the distributing companies to sell the machines."

Becker and Ruwitch believed that if their sales approach was founded on convincing demonstration, some good distributor talent would be attracted. Interestingly, it was.

It was not long before inquiries began to come in from salesmen who had used the dryer or who had seen advertisements. Rosaire Halle of Auburn, Me., now distributor for five New England states and the Province of Quebec, latched on to that franchise by satisfying his own curiosity.

Halle, a former mayor of Auburn, had been New England distributor for various floor cleaning preparations, waxes and refrigeration chemicals, with a sales force of three men. One evening, in a small Maine town, he washed his hands in the washroom and used the National Dryer. The next day he wrote a letter to the company asking for the New England franchise.

With an expanded sales force of five full-time men, he works through more than a dozen jobbers. Halle has dropped all other products. He recently turned down a presidential

appointment for a federal job in Maine in order to devote full effort to selling National dryers.

Halle's present territory encompasses 4.8% of the U.S. population, but he has developed sales to the extent that they constitute 9% of National Dryer's business.

National Dryer has awarded franchises to 11 carefully screened full-time distributors who handle dryers exclusively. There are four company salesmen under the supervision of the home office. Under these arrangements 88.6% of the U.S. population is covered.

What about the other 11.4% of the country? "We will get to that, but we haven't rushed this thing before and we are not going to start rushing it now," Ruwitch says. "When the right distributors come along, we'll cover the remaining 11.4%."

Besides the 11 exclusive distributors, each of whom, in addition to selling through jobbers has his own sales force, National Dryers are sold by nine active dealers who carry other lines of merchandise on a non-exclusive dealer basis.

Becker and Ruwitch give distributors free rein in handling their sales campaigns and promotions, since territory and individual backgrounds vary widely. National Dryer helps with some local advertising campaigns, but implementation of these campaigns is left to the distributor. Some have devised their own time-purchase plans and promotional methods. Selling tools and direct mail material move constantly from the home office to distributors, but again the use of these is left to individual discretion.

Mail Promotions Pay

Local promotions have proved to be of great value to National Dryer. One of these was borrowed from a distributor to use on a national basis. It was created by Vic Schroeder, who headquarters in Omaha, Neb., but who holds the distributorship for Kansas, Nebraska, Iowa and Oklahoma.

Schroeder developed a series of five mailings which the prospective customer received for five successive days. All preceded the salesman's first call. Each mailing was in a different color, and each told simply the benefits of the National dryer.

The first mailing described how dryers help to keep washrooms clean by eliminating "paper towel mess" and plugged waste pipes. The second pointed out the saving in towel costs.

SALES MANAGEMENT

The third stated that air drying prevents chapping and is more sanitary. The fourth was a variation of the second. The fifth asserted the proved dependability of the National dryer.

Each mailing was sent in a different envelope with varied spot sketches in the upper left-hand corner. Mats for the mailings and envelopes were made up at Schroeder's expense and are now used by other distributors.

Ruwitch believes that close working co-ordination among distributors is no accident. "It is an attitude of fellowship which we have worked to develop from the beginning," he says.

Fellowship is encouraged by: annual meetings; monthly bulletins; periodic mailing of sales helps; personal visits.

Spreading a New Idea

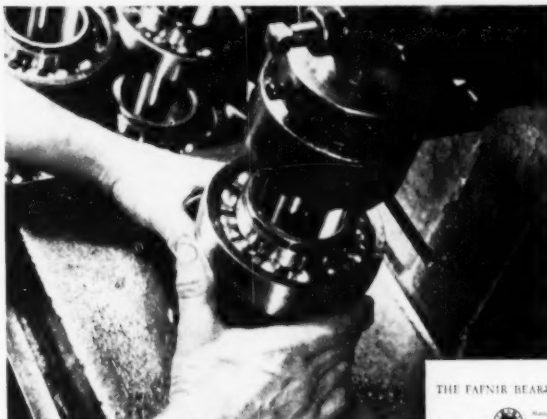
High point of the company's communications program is the annual distributor meeting in Chicago, usually held in conjunction with the National Restaurant Association Show. National Dryer pays transportation and expenses for distributors, and a series of meetings is held each evening of the show week. Discussed at these meetings: selling methods (symposium); new developments in selling arrangements; talks by the account executives of National Dryer's advertising agency and its public relations counsel; discussions about new developments by the company's research director.

"Our sales policy reached a state of crystalization within the past 18 months," Ruwitch states. "At our last annual meeting, in May, distributors were advised to concentrate on the little fellow. We believe that if we can make a large number of small sales—in places such as restaurants, filling stations and shops—the really big orders will follow."

It's one way to get a foot in the industrial or institutional door, Ruwitch says, for "When we go after a big industrial plant we have found it most advantageous to make a concerted effort among its smaller neighbors. Then the large plant's employees, as well as its purchasing department, get to know our product from actual use and become receptive to it."

The monthly bulletin, written by President Becker, is similar to a newsletter. It serves as a clearing house for information which comes to the home office from the distributors. Questionnaires are mailed regularly to all distributors, asking them to report interesting sales and anything which might be of interest to

Prominent Users of Strathmore Letterhead Papers: No. 106 of a Series



One of many operations in the manufacture of precision ball bearings is assembly of finished races, retainers and balls, shown here.

THE FAFNIR BEARING COMPANY



Manufacturers of quality ball bearings since 1891

NEW BRITAIN, CONNECTICUT

Only **QUALITY**
passes inspection

From its start, The Fafnir Bearing Company—makers of the most complete line of ball bearings in the country—has aimed at producing only high quality ball bearings for applications where long and free-from-care life of the bearings is essential. For this reason, nearly one-fourth of the entire employee force is made up of inspectors. And more than 60 inspection operations are performed before a bearing can carry the Fafnir name.

It is no coincidence that companies, like Fafnir, with rigid standards for their own production, select Strathmore *quality* letterhead paper to do a selling job for them as the background for their correspondence.

If you believe in quality... if quality is the standard by which you measure value... then make Strathmore the choice for your company letterhead. Your supplier can help you select the Strathmore Paper that will best serve your *quality* needs.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond, Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE
MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

3 votes of confidence



1. Every week U. S. families buy more copies of LIFE (5,474,080*) than any other magazine.
2. Each issue of LIFE is read by more people (26,450,000†) than any other magazine.
3. U. S. business votes its confidence in LIFE by investing more advertising dollars in its pages than in any other national medium.

HOW BUSINESS RANKS NATIONAL ADVERTISING MEDIA

Ranking of National Media	Medium	Advertising Revenue (Jan.-June, 1953)
1st	LIFE	\$54,173,055
2nd	NBC-TV	45,044,048
3rd	CBS-TV	44,205,527
4th	Saturday Evening Post	41,650,391
5th	CBS-Radio	31,281,720
6th	NBC-Radio	24,732,789
7th	Time	18,673,821
8th	ABC-Radio	15,353,074
9th	Better Homes & Gardens	14,716,696
10th	This Week	13,817,990

The next ten national media rank as follows . . . **11th:** Mutual-Radio, \$11,174,831—**12th:** Look, \$11,081,546—**13th:** ABC-TV, \$9,866,205—**14th:** Ladies' Home Journal, \$9,705,690—**15th:** Collier's, \$8,561,490—**16th:** American Weekly, \$8,236,047—**17th:** Good Housekeeping, \$8,056,027—**18th:** Newsweek, \$7,805,607—**19th:** McCall's, \$7,030,196—**20th:** Business Week, \$6,535,120.

Source: Publishers' Information Bureau (gross figures).
Radio and television figures are for network time only.

* Average weekly circulation, Jan.-June, 1953—as filed with ABC, subject to audit.

† A Study of Four Media by Alfred Politz Research, Inc.

If he is cool toward your wares . . .



. . . your sales prospects are dim.

The Manager's a Key Man In the Variety Store Market

You must reach him, you must sell him. You must find a way to get adequate counter display. Here's where advertising in the merchandising papers can be indispensable.

**BY JAMES C. CUMMING • Vice-President
Anderson & Cairns, Inc.**

In May of this year the advertising world was startled by the sudden announcement that *Today's Family*, a magazine distributed through the 1,936 stores of the F. W. Woolworth chain, had been forced to cease publication. Equally startling was the announcement which followed almost immediately — that *Family Life* had also folded. This magazine was distributed through 6,196 units of such variety chains as Butler Brothers,

W. T. Grant, H. L. Green, S. H. Kress, S. S. Kresge and J. J. Newberry.

On the surface both magazines were successful publications. Each guaranteed 750,000 circulation, and the sale of advertising space at \$2,100 a page was increasing steadily.

What made them fail? And, if you sell through variety chains, what can you learn from their failure?

Look at it this way:

Both magazines were good products, just as your product is a good product. They were well financed. *Today's Family* was published by Ideal Women's Group, and *Family Life* by MacFadden Publications. They had the backing of the management of the chains, probably more influential backing than you have for your product. Bulletins went to the stores from headquarters urging each store to display and sell the magazines.

In spite of all this the magazines failed *because the store managers didn't push them.*

In stores where the magazines were displayed on racks which the publications provided, they sold. In too many cases, however, the magazines were never displayed. Store managers needed counter space for other items which they regarded as more profitable. When *Family Life* or *Today's Family* arrived, the copies remained in the stock room. After a month or so the receiving clerk would ask, "What do I do with these magazines, boss?" "Oh those?" the manager would say. "Guess they're out of date now; send 'em back!"

And they would be returned to the tune of 40% of the guaranteed circulation.

We know that you are not selling magazines, but you are selling something and chances are you should be selling it through the variety chains. Where does your product fit in? This chart giving the percentage of the average chain's volume done in each department will show you:

Aluminum, enamelware, tin-ware	1.1%
Ribbons, laces, art goods	0.9
Dry goods, piece goods	9.0
Infants' and children's wear	5.1
Electrical goods	3.4
Fountain and restaurant	6.7
Glassware and crockery	3.0
Gloves	1.0
Handkerchiefs	1.0
Hardware	5.0
Hosiery	6.5
Housewares	5.2
Candy, nuts and cakes	6.4
Jewelry	1.2
Men's and boys' wear	4.2
Millinery and neckwear	0.5
Notions	8.2
Pets and pet supplies	0.5
Records and sheet music	0.5
Bathing goods	0.2
Shoes and slippers	0.4
Stationery	9.0
Toilet goods and cosmetics	6.4
Toys, games and books	8.8
Women's wear	5.8

If your product is right for one of these major variety chain depart-

SALES MANAGEMENT



HERE'S WHERE ADVERTISING REALLY PANS OUT!

More than 16,000 Small Towns make up GRIT-America, towns of 100—500—on up to 2,500 souls.

Put together, they comprise a market larger than Buffalo, Cincinnati, Kansas City, Minneapolis and Seattle combined. Yet, unlike big cities, few have daily newspapers. More than 700,000 families in these Small Towns rely on GRIT for much of their fiction, fashion, national and international news, home-making hints and ads telling them what to buy.

GRIT is the leading national weekly in Small-Town America . . . with greater advertising concentration in places under 2,500 population than any other medium.

By advertising in GRIT you stake out a claim to new dominance for your products in a mighty important and profitable field. Your message is far freer from competition so readership is high . . . your product stands out much more prominently.

Result? Many advertisers sell more, proportionately, in GRIT-America than they do nationally.

To make your advertising "pan out" in this rich market . . . get into GRIT!



**YES—YOU CAN STILL STAKE A CLAIM
IN OUR COUNTRY!**



WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and Doyle & Hawley in Los Angeles and San Francisco.

Today's Ideas for
Better Sales Promotion

SELLING FORCES

DONALD M. HOBART

and

J. P. WOOD

The Curtis Publishing Co.

COMPACT, readable guide to the best selling tools at the command of business and industry. Scores of practical illustrations.

Praised by top men in the field:

C. B. Larrabee "... covers with unusual thoroughness some phase of the marketing problem that have not been adequately covered before."

Paul H. Nystrom "... a delightful exposition of the marketing sector of the American economy."

Elon G. Borton "... a book to which sales and advertising practitioners will turn again and again. It is loaded with brief case illustrations and usable statistics."

Robert A. Whitney "... should have excellent acceptance among sales and marketing people ... a fine book." \$5

• Cooperative Advertising

The Way to Make It Pay

MOSHER STORY HUTCHINS

Cooperative Advertising Consultant;
Former President, Board Chairman,
Hutchins Advertising Company, Inc.

ALL THE FACTS on dealer-manufacturer advertising—how to plan, produce, sell promotion that rings up dealer sales.

Frank T. Tucker, B. F. Goodrich Co.—"I feel that the book makes a great contribution to a phase of advertising which is becoming increasingly important every year."

Publishers' Auxiliary—"A good answer to a long-standing need... We recommend it highly."

73 ills. \$6

MAIL COUPON TODAY

THE RONALD PRESS COMPANY

15 East 26th Street, New York 10

SEND ME BOOKS CHECKED BELOW:

Selling Forces, Hobart-Wood... \$5.00
Cooperative Advertising, Hutchins 6.00

(Save postage by remitting with order.
Books returnable if not satisfactory.)

Name

Address

City Zone State



IF YOU'RE SKILLFUL in display design, you can win a place for your fixture, and hoist sales sometimes by spectacular percentages. See what John Dritz & Sons have done to put merchandising sense into a miscellany of notions. They're pulled together compactly to make a little department on sewing aids.

ments, there's more room for it on the counters than there was 10 years ago — despite the experience of the magazines. The chains have been growing in the size of their individual units as well as in the number of stores they operate.

There has been a strong tendency to consolidate small units into single large stores, with the result that both sales and counter space per unit have increased steadily. The chart below of volume per unit shows this trend.

Roomy as the new chain stores are, they are not nearly so roomy as the listing books. You may think that it's difficult to sell the chain store buyer, and you're right. You've done a good job when you've sold him. But what happens then? He includes your product in the listing book—and the listings for every department contain

many more items than even the largest units in the chain will have room for. So the final decision as to whether your product will ever be placed on a chain store counter where a consumer can buy it is up to the store manager—not the buyer.

It is at this point that many sales managers go wrong in their thinking about variety chains. They regard each chain as an account. Actually each chain is many accounts — as many as the chain has stores. When you sell W. T. Grant you add 480 accounts to your list. H. L. Green will add 228 more. And the managers in each of these separate stores must be sold separately — by you.

It was the store managers who broke the backs of *Today's Family* and *Family Life*, and the store managers can break or make the success

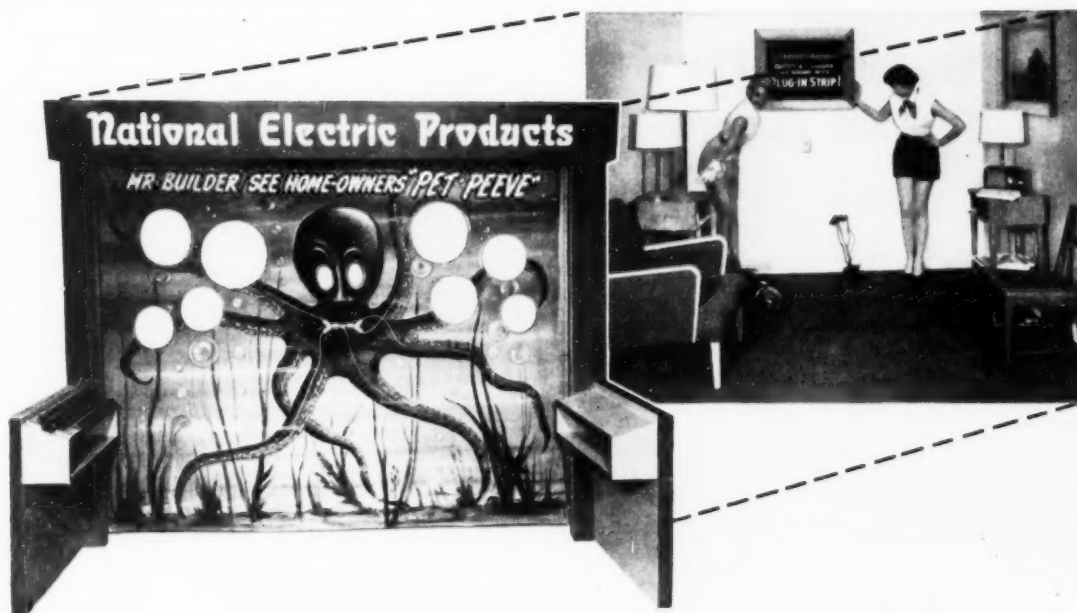
Variety Stores: Unit Volume Gets Larger

Company	Sales Per Store		% Volume Gain per store (1940-51)
	1940	1951	
Newberry	\$114,979	\$337,378	193.4%
McLellan	103,581	262,224	153.2
Neisner	198,585	494,640	149.1
Grant	227,185	559,821	146.4
Murphy	261,596	574,482	119.6
McCrary	233,374	505,932	116.8
Woolworth	165,503	353,377	113.5
Kresge	213,565	449,871	110.7
Kress	364,876	665,602	82.4
Green	260,319	467,917	79.7



SHOWMANSHIP...

that sells!



Pulling in prospects was no problem for National Electric Products at the Home Builders Show. Showgoers looking through the attractive, pierced canvas saw a typical living room and learned about home owners' "pet peeve" . . . overcrowded electrical outlets. National Electric presented the solution . . . PLUG-IN STRIP . . . focusing attention on a convincing demonstration by the use of "black light." Demonstration props glowing in the darkness proved highly effective. Let us put SHOWMANSHIP to work for YOU today!



PITTSBURGH
477 Melwood St., Pittsburgh 13, Pa., MAyflower 1-9443
NEW YORK
516 Fifth Ave., New York 36, N.Y., VAnderbilt 6-2621
CHICAGO
1937 W. Hastings St., Chicago 8, Ill., TAylor 9-6600
DETROIT
810 Book Tower Bldg., Detroit 26, Mich., WOodward 2-3557

of your product in their stores. They are so strong that two of the major variety chains are now allowing their larger stores to order listed products direct from the manufacturers, without having the orders validated by the buyers at headquarters.

Furthermore, the store manager will never be exposed to the warmth of your salesman's personalities. Chain rules forbid their calling on him. But there are ways to reach him, and you should be using every one of them that's open to you:

1. Don't leave your listing entirely to the buyer. Give him your own suggestion as to how it should be worded. If you know and respect the listing style of the individual chain, the buyer will usually welcome your assistance.

2. If the line you sell the chain is broad enough, you may be permitted to prepare and print an entire listing sheet. Don't overlook this possibility.

3. Prepare a display fixture that will display your product better in smaller space. An example of such a

fixture is the one produced by John Dritz & Sons for the broad line of notions items distributed by that firm. The right kind of display fixture requires considerable research and money, but store managers will have a high degree of respect for it and it will speed the sales of your product.

4. Design a sign for use on the counters where your product is sold, but be sure to check carefully with the chain's display department before you produce it. Each chain has its own policies on counter signs.

5. If your item is important to the chain you may be able to arrange for traveling demonstrators to spend three days to a week behind the counter in each unit where your product is sold. The demonstrator has a three-fold function. First, she increases sales sharply during the time she's in the store. Secondly, she brings the item forcefully to the attention of the manager. Third, she trains the store sales personnel in the selling points of the item so they can do a more intelligent selling job after she has moved on to the next store.

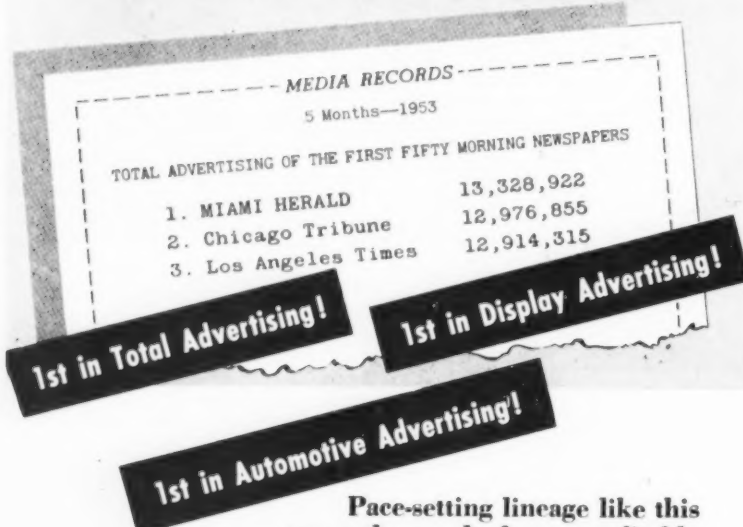
6. You can use the pages of the business press. Chain store managers are hungry for product information — more than they can get from the listing sheets — and they read thoroughly such magazines as *Chain Store Age* and *Syndicate Store Merchandiser*. *Chain Store Age*, for example, is bought by 98% of the managers of the stores operated by the 30 largest variety chains.

Reaching Key Men

Of all these avenues of approach to the manager, number 6 is probably the best and the most practical for you. In advertising to store managers, however, it is important to remember that you have a different problem from advertising to department store buyers. They won't buy your item unless it is included on their listings, no matter what you say to them. What they want is information about better counter display and seasonal shifts in demand for special colors and size. It may be a good idea to remind them from time to time about the profit they can make with your item, too.

Talon zippers, for example, recently used two facing pages in the merchandising press to say, "Pin your profits on White, summer's biggest seller!" This headline was backed up in the store manager's own language with this copy: "When you read this advertisement your Talon

The Miami Herald Tops All Morning Newspapers In Total Advertising!



Pace-setting lineage like this can only result from profitable results. It means that a record number of advertisers are profiting from the booming buying power of Florida's billion-plus Gold Coast market — and from the blanket low-cost coverage of The Miami Herald. Why don't you?



JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Reps.

Affiliated Stations — WQAM, WQAM-FM

fastener stocks in white should be solidly racked up on these items:

#222...9", 10", 12"

#336...7"

#110...8", 9", 10", 12", 14"

General Electric's Monowatt department took a page in the March issue of business publications to announce "A Sales-Producing Display 'Package' for Spring Electrical Week." "This year," said the advertisement, "you can make your Spring Electrical Week promotion more profitable than ever. And with less effort. For Monowatt has developed a display kit that gives you all the basic material you need for a standout electrical window. Here's what you get: six 9" x 12" display plaques, one 11" x 22" display plaque (all with merchandise mounted) and two streamers reading: *Shop here for the best in electrical supplies*. Simply add additional displays of Monowatt merchandise, two or three of your best selling lamps and shades, and light bulbs. Then your window will be complete and compelling." Notice that the company doesn't insist that this window be *all* Monowatt. It's a good idea to be unselfish when you advertise to store managers.

Language Managers Understand

The Wooster Rubber Co. uses its business paper advertising to reason things out with the store manager. Says Wooster: "Here's why Rubbermaid should be one of your top basic housewares lines":

"Rubbermaid pays high-profit rent.

"Rubbermaid pays four to five times greater dollar returns per counter foot of display space than average housewares lines. (No wonder more and more store managers are giving Rubbermaid more and more good display space.)

"Rubbermaid creates impulse sales.

"Fast-selling Rubbermaid makes colorful mass displays that flag down shoppers and turn them into customers. Rubbermaid builds multiple sales... customers buy three or four associated items at one time.

"Rubbermaid offers a full freight allowance.

"Rubbermaid guarantees you a full margin of profit on every item.

"Rubbermaid is a nationally-advertised brand name.

"Rubbermaid is backed by a strong, year-round advertising program in leading women's magazines... pre-sells eight out of every 10 of your customers.

"Rubbermaid is styled right and priced right.

"Every Rubbermaid item is smartly-styled in home-engineered and tested sizes. And every item is priced right, too... ranging from 10c to \$4.98."

The illustration here is a counter display of the Rubbermaid line as it should be arranged in a typical chain store.

Ben Mont Papers, Inc., announced in March "Ben Mont's greatest line of Christmas Gift Wraps," and used

the advertisement to show samples of leading wraps to store managers.

You can't stop with the buyer when you sell the variety chains; you must get your story through to the store managers. *Today's Family* and *Family Life* somehow slipped up on this important point. Why they slipped we don't know, but it may be significant that both publications failed to talk to store managers through the advertising pages of the professional magazines serving the variety store field.

THERE IS A WAY TO PUT MORE BEER INTO ST. PAUL HOMES



In the St. Paul "half" of the Twin City market, where more than three out of four adults are beer drinkers, a surprising number of people never have a bottle or a can of it cooling in the refrigerator, according to the 1953 St. Paul Consumer Analysis Survey. This accurate yardstick of buying habits in St. Paul reveals that of the 76.3% of adults who like beer, only 47.2% ever take it home in cans and only 58.2% take it home in bottles.

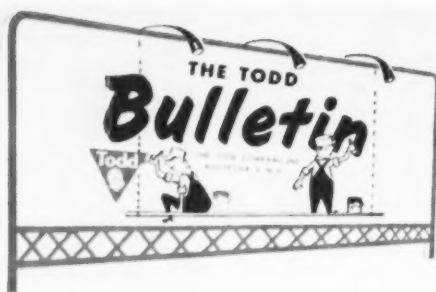
These surprising figures indicate an important untapped market for both canned and bottled beer... and present a challenge to brewers whose aim it is to raise home consumption.

The one sure way to put more beer into St. Paul homes is to SELL it through the advertising columns of the only newspapers to blanket this prosperous market... the St. Paul Dispatch and Pioneer Press. Because of their saturation coverage, the Dispatch and Pioneer Press offer a powerful selling medium for advertisers in the vital St. Paul area.

The complete story of buying habits and consumer brand preferences for hundreds of major products sold in the important St. Paul market is to be found in the 1953 St. Paul Consumer Analysis Survey. If you desire a copy, contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.

ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.
New York—Chicago
Detroit
San Francisco
Los Angeles—St. Paul
Minneapolis

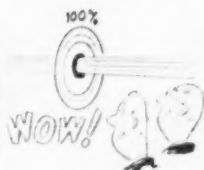


VOL. 11, No. 13

March 31, 1953

Top Secret **OPERATION PROTECTOGRAPH**

**Campaign Hits
National
Quota**



**Sales Worth
More Prize
Points**

They raised the CAMS flag on Mt. Quota during the early hours of March 21. The smoke was thick and the din of battle deafening as they unfurled her bright colors. There she waves! A symbol of the CAMS troops breaking through to victory in the 8th week of combat, capturing more than 3100 units along the way.

One battle-grimed doughboy — one of those who had hoisted the flag — said: "We aren't stopping here. We're still advancing. This is going to be the biggest victory in history."

BROKE 53-YEAR RECORD: The weekly bulletin for March 31 brought the news that Todd had exceeded the quota—with four weeks to go. Here is how . . .

Todd Shot for 40% Increase, Contest Zoomed It to 167%

And three months later sales are still climbing on check-writing machines. Here is how to build excitement and success into a sales contest on a firmly established line.

"Operation Protectograph" was conceived and executed with the daring and imagination of a commando assault. Planners at the Todd Co., Rochester, N. Y., sought surprise and success. Both far exceeded expectations. The pay-off:

A 167% increase in dollar value of sales in the January 26-April 18 contest period. This increase was on top of the 40% goal. The goal was set at a whopping 40% above average sales in the January-April period of 1951 and 1952. Many had advised setting the goal at 10-15% above the base period. Machine prices in 1953

were essentially the same as in 1952.

Further, sales in the three-month period following the close of the contest have continued to rise. So the contest salesmen, far outstripping their quotas, did not rob themselves of future sales.

Total sales were the largest in Todd's 53-year history.

Todd's 300-man national sales force sells 16 basic models of check-writers and checksigners, plus Todd's Imprinter. Some machines are hand-powered, others are electrically operated.

The contest re-stimulated enthu-

siasm for a line which the Todd sales force had grown accustomed to selling.

Why was the contest such a success? Harold E. Miller, Todd's sales promotion and advertising manager, credits:

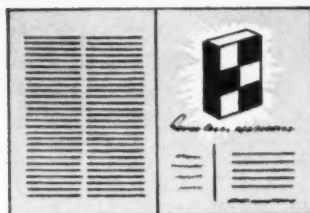
1. "Big thinking."
2. Thorough advance planning.
3. Detailed preparation.
4. Painsstaking sales research.
5. A heavy, continuous promotional barrage within the Todd organization.

Obviously, the contest was no spur-of-the-moment affair. Planning started four months before "D-Day." The military theme was developed at the start when C. S. Taylor, in charge of Todd's machine sales promotion and a veteran of four and one-half years of U. S. Army Service in World War II, said: "In 90 days we can make our men outstanding machine salesmen. Matter of fact, they'll be ninety-day wonders." (Taylor was commissioned a 2nd lieutenant in World War II after a 90-day course.) After some additional work the Army theme, "Operation Protectograph" was evolved.

Almost as soon as the theme and starting date were selected, detailed planning began. The contest was given top priority in sales promotion department activities and all other projects were temporarily sidetracked. Ideas were developed to mobilize for the contest "army" all available personnel, including top management.

As part of this preparation, staff members drew on their own field experience for examples of every kind of sales assistance they themselves had wanted when they were on the firing line. In addition, files of ideas offered by salesmen were carefully scanned. Each idea selected was then tailored to fit the contest format. Six weeks later, the resultant program was presented to top management and approved with only minor changes. Plans were prepared for announcement to divisional field managers two weeks after that, and at that time a final "D-Day" was established in consultation with them.

"Big thinking" was one of the obvious real keys to the marked success of the contest. A less ambitious goal surely would have meant a less profitable result. Members of the sales promotion team decided early that they would rather risk failure in shooting for a big goal than achieve success in a smaller one. Accordingly, against advice to aim for a 10-15% increase in unit sales, they set as their



What's the Value of **PRODUCT RECOGNITION?**



***New York 17, N.Y.**

John L. Murphy
#1014 - 475 Fifth Ave.
MURray Hill 5-1744

***Pasadena 1, Calif.**

Ren A. Averill
Security Building
234 E. Colorado St.
RYan 1-9291

***Chicago 4, Ill.**

George G. Curtis
1692 Board of Trade
Building
HARRison 7-0706



We have available a file folder containing the complete story of **TO-DAY'S HEALTH**. We'll be glad to mail you a copy.

Investors, Bankers, Manufacturing Executives, Sales Managers and Advertising Account Executives know that Product Recognition is indispensable to successful marketing.

For Product Recognition means product **ACCEPTANCE** — product **PREFERENCE** . . . actually it means **YOUR MARKET**.

Product recognition — the preference for **YOUR** product is highly important. It builds your company's business, reduces sales costs, increases profits.

Product Preference attracts investment money and improves the value of such investments.

When you feel the pull of public demand, you know that Product Recognition is at work for you.

When products are *accredited* and *identified* by these acceptance emblems of the American Medical Association they are instantly recognized, identified and confidently accepted at the point-of-purchase.

**Wire, write or 'phone your nearest Today's Health representative*

today's health

PUBLISHED BY THE AMERICAN MEDICAL ASSOCIATION
535 N. Dearborn Street — Phone: **WHiteball 4-1500**
Chicago 10, Illinois

Be there —



with Zippo!



Ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts.

Let a Zippo lighter, engraved with your company trade mark, be your ever-welcome Ambassador of Good-Will. Then you will be sure your name will always come up in the best light . . . day after day . . . for years. A Zippo is the one lighter a man will keep with him constantly, at work or when he relaxes, because a Zippo is the most reliable of all . . . lights with a zip even in wind or rain. Find out how *you can be there* with Zippo. Send in the coupon for the facts.

Zippo Manufacturing Company
 Bradford, Pa. Dept SM 38
 Please send FREE brochure showing Zippo models.
 Company.....
 Address.....
 City.....Zone.....State.....
 Att'n:.....Title.....

ZIPPO
THE ONE-ZIP
WINDPROOF LIGHTER

In Canada: ZIPPO Mfg. Co., Canada Ltd., Niagara Falls, Ontario. Prices slightly higher in Canada.

FREE repair service—for life!

objective a 40% increase. At the same time, it was plain that such an ambitious objective would demand that every weapon in the sales arsenal be brought into play and big thinking here was again one of the keys to success.

It led, logically, to the conclusion that it would be necessary to have strong, continuous promotion of all contest phases. Rather than improvise the promotion to meet the need if it arose, it was decided to leave as little as possible to chance, to mobilize completely for the promotional side of the contest. Every promotional and communications medium in use by the company was examined with its contest uses in view, and several new mediums were devised.

In this connection, Martiz Sales Builders, St. Louis, Mo., the contest consultants who devised special "Balanced Sales" merchandise for Todd, said that perhaps the biggest factor in the contest's success was the heavy emphasis that Todd gave its promotional aspects. George I. Fitterman of Martiz Sales Builders' New York staff said: "I have seen a great many contest promotions, but in all my experience I have never seen one that was so thoroughly promoted as this one. The Todd people pulled out every stop and used every imaginable stunt to get the field force enthused about the project. They proved again what is an axiom in our business: It takes more than prizes to produce a successful contest. Management has to get behind it and push it just as enthusiastically as it does its own product."

Manuals for Salesmen

An important part of the promotion was the preparation of special manuals for salesmen, put out in the form of military orders for Operation Protectograph. In addition, special copies were sent to divisional and zone office managers with dittoed detailed instructions interleaved, telling them what to do and how to do it.

After divisional managers had been thoroughly briefed in Rochester, announcement meetings were held in the 30 zone offices by the divisional managers, each of whom is responsible for four or five zones. These meetings set the military atmosphere which was emphasized throughout the campaign. Warnings that this theme might offend some people proved unfounded. The emotional appeal not only of the meetings, but of the unique approach to the entire campaign indicated to salesmen that

SALES MANAGEMENT



To Convey An IDEA

The genius who invented the wheelbarrow did much to speed the back-breaking job of moving heavy loads. This simple contrivance was the forerunner of a multi-million dollar industry—the development of many types of efficient, economical machinery to handle and convey raw materials and finished products. And . . . to convey their sales messages, manufacturers of this equipment advertise in Business Week.

REASON: Business Week is read by a highly concentrated audience of Management Men—key executives who participate in buying decisions. These executives are alert to opportunities for speeding production in their plants at less cost.

RESULT: Manufacturers of materials handling equipment last year placed 232 advertising pages in Business Week . . . more than five times as many pages as they placed in any other general-business or news magazine. These companies, together with all advertisers seeking high sales returns per advertising dollar, know—

YOU ADVERTISE IN BUSINESS WEEK WHEN
YOU WANT TO INFLUENCE MANAGEMENT MEN

BUSINESS WEEK

330 WEST 42ND STREET, NEW YORK 36, N. Y.



These Materials Handling Advertisers Reach Management Prospects Through Business Week

Acme Pallet Co., Inc.
American Hoist & Derrick Co.
The American Monorail Co.
Automatic Transportation Co.
Bassick Co.
(Stewart Warner Corp.)
Bedford Foundry &
Machine Co., Inc.
Big Joe Manufacturing Co.
Borg Warner Corp.
Briggs & Stratton Corp.
The E. W. Buschman Co., Inc.
Clark Equipment Co.
(Ross Carrier Co.)
(Michigan Power Shovel Co.)
The Colson Corp.
Darnell Corp., Ltd.
Elwell Parker Electric Co.
A. B. Farquhar Co.
(The Oliver Corp.)
Gemar Associates
General American
Transportation Corp.
Gerlinger Carrier Co.
Harnischfeger Corp.
Hewitt Robins, Inc.
Frank G. Hough Co.
(International Harvester Co.)
Hyster Co.
Industrial Brownhoist Corp.
Industrial Crane & Hoist Co.
Lewis-Shepard Products, Inc.

Link Belt Co.
Magnesium Co. of America
Manning Maxwell & Moore, Inc.
Marlow Pumps
Mead Specialties Co.
Mechanical Handling
Systems, Inc.
Mercury Manufacturing Co.
Mobilift Corp.
Northern Engineering Works
The Ohio Electric
Manufacturing Co.
Power Products Corp.
Pullman Standard
Manufacturing Co.
(Pullman, Inc.)
Rapid Standard Co., Inc.
Raybestos-Manhattan, Inc.
Revolver Co.
Richards Wilcox
Manufacturing Co.
Robbins & Myers, Inc.
Rotary Lift Co.
Roura Iron Works, Inc.
Salem Brosius, Inc.
Standard Conveyor Co.
The Thew Shovel Co.
Towmotor Corp.
The Wayne Pump Co.
Wellman Engineering Co.
Whiting Corp.
Yale & Towne Manufacturing Co.

Source: Publishers Information Bureau Analysis

A MCGRAW-HILL PUBLICATION

TO NATIONAL ADVERTISERS WHO SEEK SUCCESS
IN SELLING THE NEW YORK MARKET

The N.Y. NEWS leads all New York newspapers in Retail Advertising Linage

RETAIL LINAGE
in all New York newspapers
FIRST 6 MONTHS 1953

1 NEWS	13,765,361
2 Times	10,152,619
3 Her. Tribune	5,513,599
4 Mirror	5,066,125
5 Post	4,242,168
6 Wor-Tel & Sun	3,799,638
7 Jour. Amer.	3,632,373
8 Eagle	2,044,405

SOURCE: Media Records

The national advertiser's best guarantee of success in selling the New York market is to sell through the medium which *retail merchants* have found produces the most business for them.

Retailers have a daily check on the results of their advertising. For years running they have bought more lines, and spent more money in the News than in any other New York newspaper. And in the first six months of 1953, the New York NEWS was FIRST in RETAIL among all of the newspapers in America.

The N.Y. NEWS leads all newspapers in New York in Total Display Linage, and is

TOTAL DISPLAY LINAGE
in all New York newspapers
FIRST 6 MONTHS 1953

1 NEWS	17,091,756
2 Times	16,434,386
3 Her. Tribune	9,650,955
4 Mirror	6,827,833
5 Jour. Amer.	6,030,742
6 Wor-Tel & Sun	5,914,075
7 Post	5,412,651
8 Eagle	3,097,162

SOURCE: Media Records

FIRST in Clothing Stores

FIRST in Drug Stores

FIRST in Elec. Appl. & Supplies

FIRST in Furniture & Household

FIRST in Heating & Plumbing

FIRST in Jewelers

FIRST in Sporting Goods

FIRST in Alcoholic Beverages

FIRST in General Groceries

FIRST in Toilet Requisites

FIRST 6 MONTHS 1953 SOURCE: Media Records

THE  NEWS
NEW YORK'S PICTURE NEWSPAPER

Advertising offices also in:

CHICAGO, Tribune Tower, 11 • SAN FRANCISCO, 155 Montgomery Street, 4 • LOS ANGELES, 1127 Wilshire Blvd., 17

MORE THAN TWICE THE CIRCULATION, DAILY OR
SUNDAY, OF ANY OTHER NEWSPAPER IN AMERICA

this was a lively promotional program, and one which could be fun for everyone taking part.

The men were drafted into the "Combined Army of Machine Salesmen" through the traditional "Greetings" signed by "Commander-in-Chief" Walter L. Todd, board chairman. At one meeting, in Kansas City, a veteran salesman turned up in Confederate uniform, armed with a wooden sword. Before the meeting was over he was properly equipped for a modern campaign with adequate sales aids, canvassing material and work plan.

Thirty-two phonograph records, with a kickoff message from George L. Todd, president, were sent to zone offices.

The salesmen's manual presented, in one package, the entire promotional program—new sales aids, customer benefits and salesmen incentives. In line with the military theme, these ideas were presented in the form of "Fire Points."

Two Unusual Sales

Among the most important of these were the two special cash awards "in recognition of outstanding accomplishment above and beyond the call of duty." These awards were the "Presidential Citation," which was \$25, and "The Order of the Knightshead" (named after the Todd trademark) which brought \$10. To win awards, the salesman had to make an unusually good sale, either from the standpoint of the size of the order or its circumstances. Then—and this was the key point—his zone manager had to furnish a written recommendation for him, giving details. More than 50 of these reports flowed in, and although they did not all win awards each of them was new ammunition (in the form of success stories for the field force) to keep the attack rolling.

Some of the other Fire Points were:

Consolidation of Forces: a sales and service partnership. Incentives were offered to service men to furnish leads for salesmen, with service men sharing in commission. This procedure was particularly effective in metropolitan areas where sales and service personnel could work closely together.

Infiltration: service contacts on competitive machines. For the first time, a company with national coverage offered service contracts for every known make of checkwriter and checksigner. This Fire Point was sup-

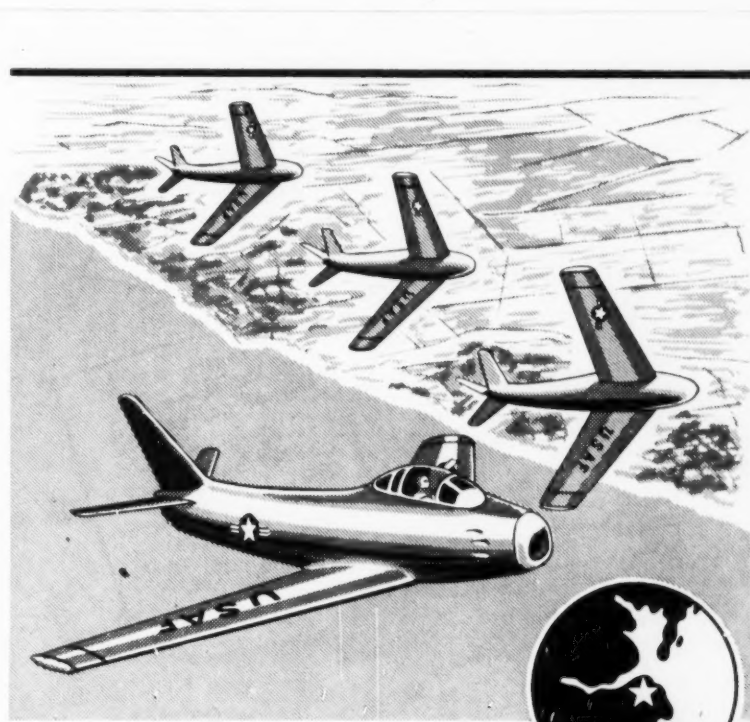
ported by distribution of reprints of a SALES MANAGEMENT article, "Get More Mileage From Business Machines" (Oct. 1, 1951, p. 42).

Sabotage of Key Strongholds in the Defense Network: the offer of a five-year guarantee against defective workmanship, materials and normal wear and tear—provided a Todd service contract was in effect.

Unleashing of New Secret Weapons: Customers were given extra

trade-in allowances on machines bought during the campaign period. This proved to be the most popular Fire Point.

Behind the Line Attack where Resistance is Strong: Machines were offered on a money-back basis if, in 90 days, the customer was not satisfied that the equipment was all the salesmen claimed it to be. To date, only 3% of the customers who accepted this offer have returned machines.



AIR TRAFFIC IS UP
IN HAMPTON ROADS, VA.

NOW! Up Your Sales in Norfolk America's Miracle Market!

The personnel at the Naval Air Station, Naval Yard, Naval Base, Army's Langley Field and the great Oceana Jet Base buy everything from candy bars to automobiles.

Population is up 17 per cent since the 1950 census... are your sales meeting this pace?

WTAR: NBC Affiliate

WTAR-TV: All Networks

Reach and sell this market with both *Dominant* WTAR-AM and WTAR-TV serving NORFOLK, Portsmouth, Hampton, Newport News and Warwick — America's 26th market. Contact Edward Petry & Company, National Sales Representative.



NORFOLK, VA.

**These
Figures
tell a story!**

**215,000*
TV Sets
in the Memphis area**

**Based on latest distributors' figures. An undivided audience, too.*

**at a cost
per thousand
homes delivered***

\$1.83

Based on Class "C" one-minute rate with 46,010 homes as average reached, noon to 5 P.M.

Day and night, figures tell the story. In Memphis and the Mid-South it's WMCT!

WMCT

**Memphis ONLY
TV Station**
WMC WMCF WMCT

National Representatives The Branham Co.

Channel 5 • Memphis

Affiliated with NBC
Owned and operated by
THE COMMERCIAL APPEAL

Also affiliated with CBS, ABC and Dumont

Co-ordination of Raider Groups: Special discounts were offered on demonstrator models.

Supporting Maneuvers of Tanks and Heavy Equipment: A highly successful machine from the company's bank supply line was offered for regular commercial applications.

Big Push, with Synchronized Barrage: extra prize points for salesmen. Prize points are awarded in the year-round incentive plan, but extra points were given for machine sales during the campaign.

Sales promotion, supervision and training were all concentrated on the single target of Operation Protectograph. The bonuses of divisional managers were weighted so that their income was to some extent dependent on the success of the operation, a measure which insured peak sales effort. This continuity and intensity of effort played a large part in the success of the program.

All sales communication media were tied in with Operation Protectograph. Progress of the campaign was posted as "advances" of the various "armies" (company sales divisions) to foster competition between the divisions and between zones within the divisions.

Todd's Analysis

Follow-up letters from general sales management in Rochester were in military terms and took the form of "GHQ Communiques." Salesmen started as Privates, First Class and increased sales brought a corresponding advancement in rank.

In reviewing the contest Miller said:

"All of us in the department gained a new concept from this experience, of the maneuverability of the sales force. We learned that it was possible, despite an initial survey of the project which looked anything but promising, to direct your sales force into channels which are most pressing—channels you yourself select. Aside from the sales outcome itself, this was the most important result of the contest and the point was stressed in our final report to top management in these words: 'Results of this project have demonstrated that we can mobilize our field sales organization as a flexible task force to attack successfully any objective decided on by management. The organization proved that it is a tremendously powerful force which, if used judiciously, can substantially increase company profits'."

SALES MANAGEMENT



WHBF

Now the Strongest Quad-City Radio Team **WHBF and CBS**

On July 1st, WHBF, the Quad-Cities' favorite, joined CBS the nation's favorite in a radio affiliation which augurs well for radio listeners in the Quad-City metropolitan area of a quarter million people.

Thus WHBF radio (5 KW full time on 1270 kc) now 28 years old in the service of the Quad-Cities, *marches on* in its steady growth . . . and *strengthens* its position to provide this area with the finest in radio programming and service.

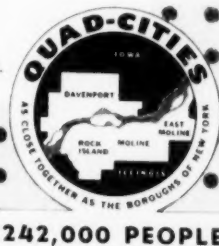
WHBF began operations in 1925 as a 100-watter. Present ownership took over in 1932. The station then had a staff of six people. Today, WHBF serves this area with AM and FM radio plus television on Channel 4. With a staff of 75 people the station is located in its own building . . . enjoys a *fine reputation* as a community service institution . . . and is one of the Quad-Cities *respected* business organizations. This reputation extends into the industry field as well.

Advertisers, local and national, know WHBF as a stable operation with *sound, honest and constructive* policies—reflecting the good business philosophy of its affiliate, the 102-year-old Rock Island Argus.

So today, *more than ever*, WHBF radio is a necessary 'must' on the list of many aggressive advertisers who sell *profitably* to the 242,000 people of the Quad-Cities . . . and to the additional thousands in the trading area adjacent to this *important* midwest market.

AVERY-KNODEL, Representatives

LESLIE C. JOHNSON, V.P. and Gen. Mgr.—Telco Bldg., Rock Island, Ill.





GAINING ACCEPTANCE as authentic sources of business news, company-sponsored news letters are becoming sound promotional tools. Intelligently edited, they help to familiarize prospects and customers with business and marketing policies of your industry; as a result, these publications act as ambassadors of good will among those who are "influential" outside the company.

Tell 'em What's New And Capitalize

Executives do read company news letters that offer helpful business information. It's an intelligent way to promote (1) your industry, and (2) your company.

More and more companies and industry groups, recognizing promotional value in putting helpful business information on executive desks, are getting into the publishing field by circulating executive "news letters" to select audiences.

Containing news of company products, services, methods of operation, case histories of successful merchandising techniques within the industry and broad news items of value to the executive in his day-to-day planning, news letters can be sound public relations vehicles. By the editorial "slant," they seek to capture and maintain the good will of customers, prospects, the trade, and—often—the public at large.

The executive's natural curiosity about newest trends in his own or allied fields may account for the popularity of the many "Washington" news letters, the multigraphed memos that purport to reveal business tips of an almost confidential nature. Company news letters, less ostentatious step-children of the Washington bulletins, employ newspaper and business magazine editorial techniques to present market news in capsule form.

Company news letters (1) are identical in format from issue to issue, and, cumulatively, can be easily recognized as sponsored by X company; (2) are published on a regular bi-weekly or monthly basis; (3) depend solely on reader interest in order to succeed.

In tone, articles are pitched on an educational or service plane, rather than on a blatant commercial level. A recent issue of Monsanto Chemical Company's "Executive Newsletter," published by the firm's Plastics Division, Springfield, Mass., reveals the service approach most news letters take. Sample story headings: "How to Trim Ten Plant Costs with Plastics"; "Dry Coloring Expands Use of Plastics in Industry."

Most news letters are edited by company press-relations employees, or free-lance editors, or company house organ writers, or sales promotion people; some stories are written by company executives themselves. Some seek by-lines from sales or other executives outside the company proper. All are circulated without charge.

Not long ago the first issue of the "York Report" was published by

York Engineering & Construction Co., and York Gillespie Manufacturing Co., Pittsburgh, Pa. The four-page monthly news letter has its work cut out in advance, "analyzing business effects of national and international affairs."

The first issue dealt with prospects of higher prices and the consequent necessity of minimizing operating costs, the impact of rising shipping costs on plant dispersion, and the outlook for capital spending in 1953. It is distributed "only to top" industrial executives.

Another newsletter newcomer, "Moss Memos," published by an advertising agency, Moss Associates, New York City, takes note of the fact that advertising agencies, like manufacturers, have products to sell, too. In a last-page footnote: "Advertising should convince your prospects that your product will do more for them than your competitors' will do. 'Moss Memos' is our way of advertising to you." Sample headings: "Don't Sell Radio Short"; "Home Furnishing Products Accentuating Point-of-Purchase"; "Six Reasons Why a Customer Won't Buy Your Product."

Indeed, all news letters are "a way of advertising."

According to Joseph H. Moss, agency president, "Moss Memos" will "compress the essentials of those important developments in the field of management and advertising.

*did
you
know*

that Michigan leads all other states in home ownership (67.5% of all occupied dwelling units)? Booth Michigan Newspaper readers, whose ABOVE-AVERAGE INCOME makes possible such high home ownership, are also above-average prospects for food, beverages, drugs, cosmetics, home furnishings, appliances, paint or any other family purchase YOU WOULD LIKE TO PROMOTE. It's good business to have your advertising schedules adequately represented in this important market. Use your dealers' preferred local media—newspapers!

R.O.P. Color
available in
Grand Rapids
Press and
Saginaw News

For latest
market
folder,
call . . .

A. H. Koch
110 E. 42nd Street
New York 17, New York
Oxford 7-1280

The John E. Lutz Co.
435 N. Michigan Avenue
Chicago 11, Illinois
Superior 7-4680



8

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

which are of value to top management in the medium-size companies." Like most news letters, the Moss edition is not distributed on a "shotgun" basis; it is written for sales managers of consumer goods firms with advertising budgets of \$5,000 to \$100,000, who operate without advertising managers.

Ronald J. Elliott, executive vice-president, Switzer Brothers, Inc.,

Cleveland, is particularly enthusiastic about the "Day-Glo Herald," distributed to 4,000 American and Canadian companies licensed to use Switzer daylight fluorescent pigments, materials and processes.

"Our present circulation figure is approximately 20,000," he reports, "but this circulation figure is frequently stepped up when one or another of our manufacturing associates

considers it profitable to use our news letter for the purpose of bringing his particular Day-Glo product to the attention of his dealers and customers." Elliott says some orders for extra copies "have run as high as 5,000."

The "Herald" is now going into its fifth year, and it is edited by a member of the company's sales promotion staff. "We try to use as much by-line material as we can," states Elliott, "and we invite our customers to furnish us with actual case histories, interesting result figures and pertinent data which might prove interesting to others with sales problems similar to their own."

Columns of the news letter are "frequently utilized by manufacturers who use Switzer pigments or processes in their own products," Elliott explains. He says the publication has "broad sales, public relations and dealer contact functions to perform. We have continuing evidence that it serves these and other useful ends. According to a questionnaire which we sent out last summer to many of the groups to which the publication is mailed, 71 percent of those on our mailing list indicated they read it and liked it," Elliott relates.

Rains Soak Southwest

BOUNTIFUL RAINS have visited Oklahoma and Texas.

Most areas have been soaked.

Farmers and ranchmen are rejoicing over prospects of a good cotton crop, excellent late feed, an additional cutting of alfalfa, and extra tonnage of prairie hay.

Pastures are green again and livestock are assured of ample drinking water and improved range feed.

Agricultural buying is responding to the new and general moisture. Prospects for fall business in the Southwest are bright. Soil in the wheat country is in good shape for seeding the 1954 crop. Farmers, with ample cash reserves and credit, are now spending for all commodities. Optimism at the "grass roots" is spreading to local buying centers and from there into the metropolitan markets.

BOUNTIFUL RAINS are bringing bountiful business to merchants and dealers of Oklahoma and Texas.

THE OKLAHOMAN & TIMES THE FARMER-STOCKMAN

Oklahoma City, Oklahoma

Published by: The Oklahoma Publishing Co.

Represented by The Katz Agency, Inc.


Answers Legal Questions

The company, a pioneer in the field of daylight fluorescent color, has been issued a number of U. S. and foreign patents. "As a consequence," Elliott remarks, "many legal questions are involved in the use of our products, processes and trade-marks. A secondary object of our publication is to clear up in the minds of our customers and manufacturing associates all possible questions pertaining to patents, infringements, and the proper use of our trademark in our quality control program."

"Philosophy" behind Switzer's publication is typical of the motivation behind other company news letters. "Like it or not," says Elliott, "we are all in the business of selling a product, or service, or a better understanding of our company and the significance of its trademarks. Through our publication, we try to advance toward each of these objectives."

It is impossible to estimate the number of large and small companies and industry groups that publish news letters as a regular and continuing trade relations project but, significantly, the list is growing.

And the publications are gaining acceptance as authentic sources of business news.



**NUTSHELL BREVITY
FOR BUSY EXECS.**

Summit County (Akron, Ohio's metropolitan area) is 50th in population - but here's the pay-off: It ranks 35th in per-family effective buying income! This extra-rich market is yours with full one- newspaper coverage.

The AKRON BEACON JOURNAL

put it in

CAPS

COMMERCIAL APPEAL — PRESS-SCIMITAR



Give Them Both Barrels in Memphis...

Put it in CAPS—Commercial Appeal and Press-Scimitar—and you sell the Memphis market.

Memphis, commercial capital of the great and growing Mid-South . . .
Memphis, the trading hub of a two and one half billion dollar market . . .
Memphis, 11th in the nation in wholesale volume . . . Memphis, where two
great newspapers deliver dominating circulation inside the city and outside
in the trading radius . . . Memphis, on the primary list of advertisers and
sales executives. And 88% of our general advertisers know that the way
to keep getting sales in Memphis is to put it in CAPS.

CAPS—The Commercial Appeal and Memphis Press-Scimitar, offer a voluntary combination rate that means you can put it in CAPS—economically. Give them both barrels in Memphis!

Two dailies and The South's Greatest Sunday Newspaper.

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS



Factory Pickup Plan Finds Buyers for Coast Automen

"Save on the current price reduction. Save the freight on a new car. And have a vacation to boot." That appeal, energetically promoted, paid off for Messrs. Gasser & Smith.

Early this summer two Dodge-Plymouth automobile dealers in California staged a new car promotion that went further than the factory initiated selling program, with these results:

There was an immediate increase in car sales.

Advertising effectiveness was greater than usual.

Traffic to respective sales floors was increased.

Sales staffs were stimulated to new effort.

Provided backlog of live prospects who continue to yield new business.

The dealers are Gasser Motors, Inc., Napa, and J. E. French Co. branch in San Rafael.

The central idea: a pick-it-up-at-the-factory vacation trip which offered the prospect "\$400 cash" for his holiday. It's a saving of \$720 on a Dodge car of his choice.

The advertising media: newspaper display space supplemented by direct mail and radio spots.

The fresh angle: a low-price air trip to Detroit for a man and his family and a sight-seeing tour return trip in the new car.

The plan originated with Pete Gasser, who owns the Dodge-Plymouth dealership in the Napa area. He discussed it with a non-competing dealer, Leon C. Smith in the adjoining county of Marin. Smith is owner

(in partnership with the J. E. French Co.) of the San Rafael Dodge dealership. The two men decided to risk an unusually heavy newspaper advertising expenditure to stimulate the movement of new cars.

This advertising was initiated and paid for entirely by Gasser and Smith—"It had nothing to do with the Dodge Division co-operative advertising fund."

"Buy Now" Appeal

Towards the end of March Chrysler announced a substantial price cut. On the Dodge this amounted to \$200. Gasser and Smith did not think the price cut was sufficient stimulus to promote the active buying of new cars. They wanted something that would make a Dodge deal stand out from every other potential automobile purchase . . . and give the prospect the push to *buy now*.

How could that push be provided?

In May most people long for a vacation. At any time of the year, people are attracted by the offer of a substantial saving on something they need or would like. Gasser put the two together, came up with an idea. A blossom-bordered mailing piece, which illustrated the lure of highways and open country in its illustrative portion, was prepared. Here's how

the campaign worked out.

The two dealers came up with direct mail copy which explained their \$720-savings offer on a new factory pick-up Dodge. They had an 8,000-run printing on a stock mailing piece in color (by Business Service Bureau, Long Island City, N.Y.). Gasser took 5,000 of these, Smith 3,000.

They readied carefully combed mailing lists of (1) owners of Dodge, Plymouth, and Chevrolet cars in their respective markets, (2) school teachers in the same area, and (3) members of clubs to which the dealers belong.

At the end of April each dealer took an opening two-page spread in the leading daily newspaper in his county. Throughout May and June this was followed up with weekly insertions, first full page, later of 5-column display space. Each insertion had a different lead, and the body of the copy repeated the same offer: "\$400 cash for your vacation . . . New Dodge price reduction, \$200 . . . Savings on financing, \$120 . . . Total savings, \$720."

With a few local variations, copy arguments and layout for the two dealers were substantially alike:

"Order any model 1953 Dodge at the Gasser Motors for delivery F.O.B. Detroit. Railroad freight costs are \$289, but we allow you \$400—there's an actual cash saving of \$111. Dodge V-8 Ram, F.O.B. Detroit, \$2,350; Dodge Meadowbrook Six \$2,094. When you pick up that new Dodge at the factory, then plan to enjoy every minute of your stay. We will give you a personal letter of introduction, and an invitation to tour the mighty industrial Dodge factory with a personal escort . . ."

Easterners may not realize that car buyers in the Far West pay up to \$300 more for their automobiles be-

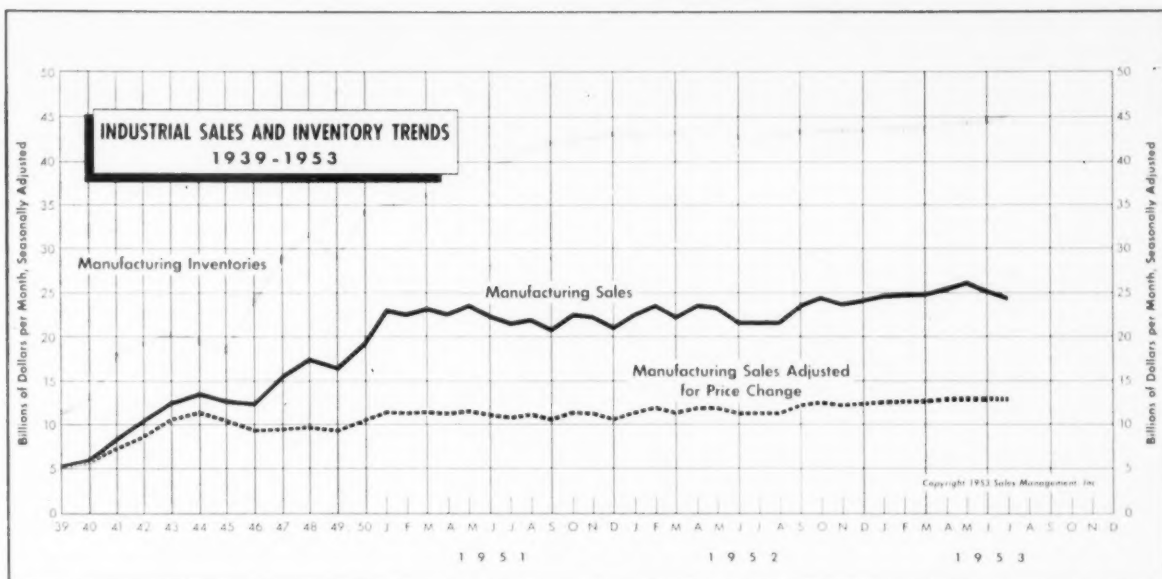
to Sell Rural Missouri

Use the

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

Missouri
Ruralist





Manufacturing shipments in July continued to sag slightly from the spring peak level, reflecting the traditional drop in July due to vacation shutdowns, etc. In addition, however, the automotive industry has quite definitely rounded its peak, and deliveries of

automobiles in the summer months are expected to fall off by about five to ten percent. Therefore, manufacturing shipments in general may continue on a plateau in the coming months, but at a level below that of the first half of the year.

cause of freight charges. It is not unusual for Westerners to arrange to take delivery of a new car at the factory and drive home, saving the freight cost. Gasser and Smith wrapped up this inducement in a package that contributed a substantial amount to the cost of the fare east for a family, or almost the full fare for one person. They added several further inducements:

They listed the single, one-way fares to Detroit as: Rail, \$74.75; bus, \$54.51; air, \$98.38. Realizing that time is a factor in most vacation plans, they stressed the air trip in their direct mail follow-up. They made arrangements with United Air Lines to mail out with their own material special "Fly United Air Lines to the Factory" folders, addressed to prospective new car buyers. The folder offered a "Half-fare Family Plan" tie-up. United supplied 8,000 folders.

Free financing for one year was offered on a 30- or 36-month contract (these dealers are big enough to handle their own paper) at the then current price reduction.

Dealers obtained 400 reprints each of the introductory two-page newspaper spread. Salesmen placed reprints in selected cars, if open, or under windshields in some cases, with the salesman's card. The cars, street-parked in parking lots, commuters' terminals, and similar spots were selected by salesmen as indicative of the fact that the owners were likely

prospects for a new car.

The first full page following the opening newspaper announcement was also reprinted. This was addressed to every school teacher in the territory served by the two dealers—approximately 380 school-teacher prospects for each dealer. Teachers were considered likely prospects because a majority of them travel on their long summer vacations, and because they are a reliable and solvent group.

Coming . . .

Your Xmas Shopping Guide



Towards the end of May the direct mail piece was sent to each of the teachers on the dealers' lists, to their lists of Dodge, Plymouth, and Chevrolet owners, and to the memberships of the clubs to which the dealers belong.

While this activity aroused interest and increased the number of prospects, spot radio announcements tied to newscasts in the early morning promoted the \$720-saving offer.

The offer had a two-month time limit, which gave it enough urgency to help prospects to make up their minds, instead of having them postpone it as something they could expect to take advantage of at any time.

The results: Gasser, who is farther from San Francisco than Smith and therefore got better coverage, with less metropolitan competition, showed the larger gains of the two in actual immediate sales. In a short time the promotion accounted for 15 new car sales—"and they are still coming," Smith quickly made 10 similar sales.

More important than the immediate actual sales, both dealers agree, was the way it brought people into the salesrooms, the new prospects it turned up, the increased interest it sparked in the featured automobiles.

Not the least useful result of the promotion was the stimulus to the selling staff. It gave them something to talk about that set their product apart from competing products.

How to Think and Act Like an Executive

(Continued from p. 25)

when he "thinks and acts like an executive.")

2. Communicate figures: Divisional sales managers decided that this step had been taken by General Sales Manager J. T. Norman, when he presented W-D's sales goal for 1952: \$18 million as against \$15 million sales in 1951. Norman had, additionally, given each divisional manager his sales quota.

3. Analyze relationships: This is the EOT term for "who's going to do what part of the job — and how will all the different parts tie together?" At the sales conference this step included the advertising manager's explanation of how the 1952 advertising schedule would aid sales.

4. Evaluate satisfaction: W-D's top management took a backward look at '51's sales figures of \$15 million, and explained that these figures would not be "satisfactory" for '52. Reasons: expanded production, with new items offering substantial potential sales volume; larger sales force. It was decided that \$18 million was a satisfactory sales goal for 1952.

5. Expose conditions: Dsm's took over the sales conference to describe field conditions, such as floods and droughts, and closed-out accounts. Both EOT sessions and actual W-D conferences, classify conditions as either (1) Fixed and non-controllable, or, (2) controllable. The sales conference had put floods and droughts in the first class, but had decided to "do something about" closed accounts. They did this by opening up additional territories and se-

curing several thousand new accounts.

6. Advance ideas: Many ideas were submitted for meeting the 1952 sales goal of \$18 million. For instance, Norman had proposed that all sales divisions vigorously push new items which had sold well during pilot-run tests in selected stores.

7. Unify views: Asked whether his own 1952 sales quota seemed reasonably attainable, each divisional sales manager answered "Yes"—thus unifying views on total sales goal.

8. Co-ordinate time: A conference example: head of production department promised to have merchandise ready to fill orders promptly; head of delivery department promised W-D's usual quick shipment.

9. Control certainty: Unless a sizable number of new accounts were secured within the first quarter of 1952, the year's sales goal could hardly be achieved. To "control certainty," all divisions would begin a new-accounts drive immediately.

10. Determine plans: At this step, several "ideas submitted" earlier in conference, had been adopted as definite plans. Each divisional sales manager had committed himself to use every possible means to achieve quota.

11. Produce results: This is an after-conference step. All that any meeting can do, is to send participants away with the ammunition and enthusiasm to take step 11.

12. Review action: "By looking where you've been, you find out

where you're going." Norman had given the sales conference a brief backward glance at 1951's \$15 million sales volume, and at 1951's most successful sales promotions.

This is a highly-condensed version of the divisional sales managers' analysis of their 3-day sales conference. Williamson conducted the 3-hour EOT session by calling on individual dsms. "Johnny, what conference step would you classify as 'Expose Conditions'?"

Though the 12 steps are numbered for convenience, in an actual conference they don't always follow this sequence, and steps often overlap. "But each step will be found included somewhere in any resultful meeting held by any business firm," Williamson points out. He and his executives treat EOT as a helpful statement of principles rather than as a fixed procedure. For instance, they never try to cramp actual conferences into a formal EOT mold.

"Our Executive Operations Technique is almost insultingly simple," Williamson admits. "It takes the basic factors of executive functioning — factors so simple that they're easy to overlook, and puts them in 'action' form. That action formula is the 12 Steps to Executive Effectiveness. As we practice and discuss the steps Saturday after Saturday, they become deeply fixed in our minds; we find ourselves following them the rest of the week."

EOT is much more than a set of conference steps; it's a way of life for W-D executives. They attempt to:

Identify Subject: work toward defined objectives and give subordinates clear-cut assignments.


Expose Conditions: uncover all the facts which enter into any situation; then consider those facts objectively.

Analyze Relations and Unify Views: cooperate closely with associates on joint projects.

Communicate Figures and facts of their work, to all individuals in the organization who should know these.

The other seven steps get equally practical daily application, at W-D. If a man slips, usually his error is pointed out to him in impersonal EOT phraseology. Suppose he has bought an expensive piece of equipment, without consulting the finance department. He's not told, "You exceeded your authority," but "You failed to communicate."

Here's a conversation which might take place between a salesman and his dsm:



HAT A BUY you get in Akron, Ohio! One of the few large U.S. markets covered (99½%) by a single newspaper — the powerful AKRON BEACON JOURNAL, evening and Sunday.

Pass the biscuits, Pappy...

or how Martha

White makes dough in the milling business!

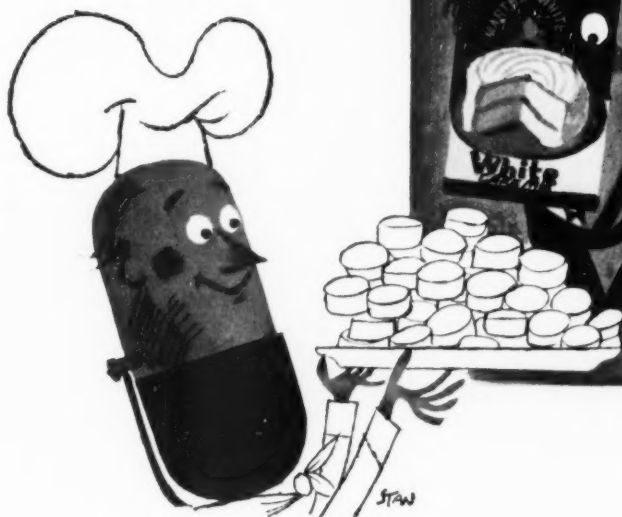
Since 1946, and using WSM and WSM's Grand Ole Opry almost to the exclusion of all other media, Martha White Mills, Inc. has shown the most phenomenal growth in Southern Milling Circles.

Martha White's family flour business has more than doubled. Martha White Self Rising Cornmeal has become a household word. And Martha White Coffee, Martha White Cake, Pancake and Waffle Mixes, and Martha White Jams, Jellies and Preserves have been successfully launched in one of America's most competitive food markets...

When you ask Cohen Williams, Jr., president of Martha White Mills, his secret he grins and says, "Early to bed, early to rise, work like hell, and advertise over WSM..." The Martha White Agency, Noble-Dury and Associates, agrees.

Tom Harrison or any Petry Man can fill in the Martha White details. It's American radio's biggest single success story!

WSM 650
Nashville



Salesman: "I haven't been able to sell this number because the cost of denim is down—and W-D hasn't adjusted price on this item."

Dsm: "When did the price of denim go down?"

Salesman: "In May."

Dsm: "But we're looking at your sales results for March and April. See your mistake, Bob? The drop in denim is a very recent condition. You're treating it as though it were several months back!"

Alibis melt away, under the hot light of EOT.

Inter-Departmental Cooperation:

After nearly four years of EOT, Williamson - Dickie's inter-departmental cooperation is at an all-time high. In addition to teaching the executive to "analyze relations" and to "unify views," Saturday sessions give him a look at the problems of other executives. As he listens to EOT analysis of projects outside his own department, his perspective widens to include the full range of W-D activities. He develops a much more cooperative and understanding attitude. And the 50 to 60 executives who meet informally once a week, come to know each other better.

Related departments now co-ordinate their activities more effectively. The four executives reporting to Norman—advertising manager, sales training director, field sales manager, field sales promotion manager—work together closely. The advertising manager "communicates" his advertising plans to the sales training director, so that the latter may "communicate" them to the young men who soon will be selling Dickie work clothes to retailers. The field spm "communicates" to the advertising manager any facts he uncovers about retailer reaction to Dickie's advertising and point-of-purchase dealer aids. Norman lets all four men know what he's doing and planning.

Because no one keeps any secrets from anyone else, the five jobs are more or less interchangeable in emergency. Says Norman: "W-D has developed communication and co-operation to such a degree, that major sales jobs usually can be filled from within."

Williamson wants his executives to grow along with the organization's leaping sales. 1952's volume \$17,200,000 was nearly eight times the \$2,165,000 volume of the last pre-war year, 1940. 1952 exceeded by over \$7 million the 1949 volume of \$10 million, and exceeded 1951 by \$2,200,000.

"A company can be no more successful than its key men," says W-

lamson. A department head said: "I don't in the least mind coming down for an extra three hours on Saturday morning. EOT helps to make this a fine place to work—you understand and enjoy what you're doing today, and know that you may have a chance to do something better tomorrow."

In midsummer, EOT practice usually is discontinued because of vacations, and to give executives remaining on the job a full two-day week-end.

Encourage participation, recognize achievement:

This important executive principle is taught by example in all EOT sessions. An EOT chairman (often Williamson himself) instead of flatly announcing his own opinions, draws conclusions out of the group by asking questions. "What do you think about that, Frank?" If Frank gives a particularly good answer, Williamson enthusiastically comments on that fact. If Frank's answer seems partly right, Williamson expresses partial agreement, asks, "Would some one care to carry this discussion a little further?"

Some Were Reluctant

When EOT was introduced, some executives seemed reluctant to take part in discussions. Analyst Williamson had to know *why*, and asked tactful questions in private. Usually, the non-participator thought himself slow on the trigger, and feared to answer questions because he might be "wrong." Williamson reassured him: "EOT is not a cut-and-dried system, but something we're all working out, together. Often, there's not just one 'right' answer, but several." If the man's participation still lagged, he was requested to conduct a group asking questions instead of answering them. With coaching he usually did a good job. "Once you start a man talking (participating), nine times out of 10 he'll surprise himself," says Williamson.

All executives "participate" in the constant evolution of EOT. "Under the impact of 60 minds, EOT now is changing—and improving—from week to week. We're especially ready to change phraseology any time we find a better term. But a new term has to be adopted by the entire group so that we'll use a common vocabulary in discussing our executive problems. Each of us must know not only what he himself is talking about, but what everybody else is talking about."

In addition to W-D's own projects and problems, those of other

business organizations sometimes are discussed in EOT sessions.

Salesmen's "participation" and "communication": The EOT program has not been given to W-D salesmen, scattered throughout the U.S. But some divisional sm's are doing an excellent job of informally "communicating" EOT principles to their men. For example, encouraged by dsm's many salesmen have greatly improved their talent for "exposing conditions" and "communicating." Unsolicited, a salesman recently wrote Norman:

"Some specific points I'd like to report about my territory:

"1. Dickies are gaining in consumer acceptance:

a. Dealers admit repeat sales.

b. Dealers say retail customers have mentioned our advertising.

c. Prospect stores usually seem familiar with the name Dickies.

"2. Dickies are competitive with the other two leading brands:

a. Dealers who carry Dickies often cut down stock in the other two lines.

b. Dickies have a more attractive retail price and a greater profit for the dealer than the other two lines.

c. Dealers still consider themselves obligated, however, to carry these other brands because of customer demand.

"3. Dickie's western line is gaining ground more slowly than are our twills or our matched sets.

a. Main reason is slower consumer acceptance.

b. Lack of selling feature that is as *striking* as in matched sets.

c. Advantage of price and delivery is not enough to offset above factors completely."

This salesman went on to report: dealer acceptance of other Dickie price lines; credit standing of accounts and size of orders that should be accepted; dealer reaction to W-D cooperative advertising policy and to "poster boards which are package deals, offering no posting space near dealer stores." His letter ended, "We are headed in the right direction and I feel sure we'll ultimately become an even more dominant factor in this market."

W-D's West Coast divisional sm "communicates" with his salesmen by means of a weekly bulletin, and requires salesmen to write articles for the bulletin. Once every 13 weeks, to each of the division's 13 salesmen the dsm assigns a sales subject well known to the salesman. A salesman skilled in suggestive selling, wrote:

"Two ways to add new lot numbers to your accounts:



Up to **4** times your money back!

And in 120 days! Can you get such a return, so quickly, in your business?

We certainly can't in publishing. But the smart farmer can, and often does! By spending \$5 to \$30 more per acre now, he may realize as much as four times his expense four months from now—in increased production of corn, hay, wheat, small grains. The May issue of **SUCCESSFUL FARMING** tells him how...by using fertilizer for seven soil conditions and crops.

SUCCESSFUL FARMING helps the nation's best farmers make money—not in a single article in an occasional issue, but with dozens of articles in every issue. Helps him make money, save time and work, plan better.

And helps his wife save steps and effort, improve her home...helps the whole family get more out of life.

If any magazine helped you in your own business as much, as well, and as consistently as **SUCCESSFUL FARMING** helps the farmer business-



man—you'd put it to work for you!

SUCCESSFUL FARMING teaches one of the best U.S. industrial and consumer markets—has a million circulation concentrated among the top farmers with the best soil, best brains, best techniques, and the biggest investments in building and equipment...who get 88% of the U.S. farm income. The average annual cash income of the SF farm subscriber is in excess of \$10,000—64% higher than the national farm average.

In a market only spotted by general media and television, the national advertiser needs **SUCCESSFUL FARMING** for its deep penetration, and influence based on fifty years of service, to balance national advertising effort, and get the most of today's best farm sales potential, at the lowest cost. For all the facts on the greatest current advertising opportunity, ask any SF office.

MEREDITH PUBLISHING Co., Des Moines... also New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



**"When a Corporation
Says Merry Christmas
To Its Friends"**

Sept. 1 issue (Part II)

You'll find the answer to many of your own questions on what your company's gift program should be . . . You'll learn what other companies do . . . How much they spend . . . What they give.

**Over 500 Different
Company Gift Ideas!**

SALES MANAGER AVAILABLE

Experienced on a national level including export sales, branch and dealer operations, training program, merchandising, market research, sales promotion, advertising and general administrative duties. Age 38. Now located on west coast but willing to relocate. Capable of taking complete charge of sales program. Box 2981.

SALES MANAGER WANTED

Manufacturer of nationally known line of prefabricated farm buildings wants man in early forties to provide plans and supervision for specialty salesmen. Good salary and chance to share in profits. Write Sales Management, Box 2983; stating experience and qualifications.

6 "psychological master pieces"—sales letters that sell, by one of America's top-level sales managers and sales letter specialists: \$250. Prices quoted on other sales-creating literature, including presentations for salesmen to use in the field, etc. Robt. E. Jackson, Sales Builder, 6309 No. Albany Ave., Chicago 45, Ill.

PROVED-EFFECTIVE GIFTS



"NAVAJO"

Send a gift that will be cherished for years! Beautiful, full-color lithographs of famous southwestern paintings in 20" x 18" mat for framing—with your Christmas message imprinted on special overlay, free. Write for brochure of collection and low quantity prices. Gerard Delano Studios, Room 201, 21 E. 18th Ave., Denver 2, Colo.

**PHOTO-REPORTS
ON PRODUCT APPLICATIONS**

Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories and releases.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
38 Park Place, Newark 2, N. J.

"1. When you open an account with our Dickie's pants numbers only, on your next trip bring your sample case into the store. Laying shirts next to pants, say, 'Look how these shirts match the pants you are carrying!' The shirts will be mighty easy for you to sell after a customer buys a pair of pants, just show him a shirt to match. Usually he'll say, 'they're a good match—I'll take two.'"

"2. Every salesman has a prestige account (the best store in his territory) which carries a substantial part of our line. Use *your* prestige account to add more lot numbers in other stores. For example, you open up your sample case and show the buyer 974Z with the cuffs turned up. 'The Bon Marche has reordered this number twice in the last month. I know you, too, can do a nice volume of business on it—just put in a small basic stock and your sales will surprise you.'"

Home-office "Juniors" participate:

Since EOT, junior executives participate more fully in W-D operations, relieve seniors of much detail. According to Williamson: "In the past, sometimes a senior executive thought a project should be carried out, but his junior assistant was not 'sold.' Usual result: (1) the senior did most of the work; (2) the project was dropped entirely; (3) it was handled ineffectively by the junior. Today, senior and junior executives unify their views at an early stage."

"In EOT sessions juniors have learned that 'ideas,' no matter how fresh and original, must be submitted to the 'expose conditions' test of practicability. When a junior executive speaks up in a W-D conference, he often has a usable plan to propose. EOT is helping us to 'put an old head on young shoulders' much faster than in the past—And to make 'old heads' into more consistently successful executives."

Sales Manager's Bird Cage



INDEX TO ADVERTISERS

Ac'cent (International Minerals & Chemical Corp.) 12-13	Eagle Rubber Co. 58	Missouri Ruralist 128
Agency: Batten, Barton, Durstine & Osborn Inc.	Agency: Sweeney & James Advertising	Agency: R. J. Potts-Calkins & Holden, Inc.
Ahrens Publishing Co. 9	Ebony Magazine 45	
Agency: Bauer Advertising Agency	Agency: Allan Martin & Associates	
Air Force Times 45	Elson Freeman Co. 57	
Agency: Clinton D. Carr & Co.	Agency: L. E. McGivena & Co. Inc.	
Akron Beacon Journal 64-126-130		
Agency: Phil DiNuascio Advertising Agency	Farmer Stockman 44-64-126	
Allentown Call-Chronicle 104	Agency: Lowe Runkle Company, Advertising	
Agency: McCann-Erickson, Inc.	Fort Worth Star Telegram 101	
Altoona Mirror 83	Agency: Rowland Brailles Company	
American Air Lines 3rd Cover	Foundry 38	
Agency: Ruthrauff & Ryan, Inc.	Agency: Beaumont, Heller & Sperling, Inc.	
American Telegram & Telegraph Classified 53		
Agency: Cunningham & Walsh, Inc.	Gardner Displays 115	
American Weekly 71	Agency: W. Craig Chambers, Inc.	
Agency: Cecil & Presbrey, Inc.	Grand Rapids Press 93	
Architectural Record 10-19	Agency: The Fred M. Randall Co.	
Army Times 45	Greenbrier & Cottages 42	
Agency: Clinton D. Carr & Company	Agency: Robert Conahay & Associates	
	Greenfield Recorder Gazette 98	
	Greensboro News Record 40	
	Agency: Henry J. Kaufman & Assoc.	
	Grit 113	
	Agency: Lamb & Keen, Inc.	
Bangor Daily News 102	Jam Handy 2nd Cover	
Bayonne Times 108	Agency: Campbell-Ewald Co.	
Agency: Harvey B. Nelson Adv.	Hinde & Dauch 49	
Bell & Howell 107	Agency: Howard Swink Advertising	
Agency: McCann-Erickson, Inc.	Agency: Inc.	
Bloomington Pantagraph 10	Schuyler Hopper 35	
Agency: Kane Advertising		
Booth Michigan Newspapers 125	Life 111	
Agency: The Fred M. Randall Co.	Agency: Young & Rubicam, Inc.	
Buffalo Courier Express 87	Listo Pencil 108	
Agency: Baldwin, Bowers & Strachan, Inc.	Agency: Brisacher, Wheeler & Staff	
Building Supply News 59	Louisville Courier 45	
Agency: Arthur R. MacDonald, Inc.	Agency: Zimmer-McClaskey, Adv.	
Business Week 120A		
Agency: Ellington & Company, Inc.	McClatchy Newspapers 82	
	Agency: J. Walter Thompson Co.	
Canton Repository 89	McGraw-Hill Publ. Co. 62-63	
Agency: Richard L. Grossman, Advertising	Agency: Fuller & Smith & Ross, Inc.	
Capitol Airlines 11	Memphis Press Scimitar 127	
Agency: Lewis Edwin Ryan	Agency: Rosengarten & Steinke, Inc.	
Chicago Sun Times 79	Miami Herald 116	
Agency: John W. Shaw Advertising	Agency: August Dorr, Adv.	
Chicago Tribune 84-85-4th Cover	Midwest Farmpaper Unit 17	
Agency: N. W. Ayer & Son, Inc.	Agency: Olmsted & Foley Adv. Agency	
	Mill & Factory 54-55	
Day-Glo 15	Agency: Hazard Advertising Company	
Agency: Foster & Davies, Inc., Advertising	Milprint 32A	
Gerard Delano Studio 134	Agency: Baker, Johnson & Dickinson	
Agency: Bill Bonsib Advertising Agency	Milwaukee Journal 104A-B-C	
Des Moines Register 23	Agency: Klau-Van Pietersum-Dunlap Associates	
Agency: The Buchen Company	Milwaukee Sentinel 88B	
Detroit Free Press 20	Agency: Fred J. Chlupp Associates, Inc.	
Agency: Livingstone Porter Hicks	Minneapolis Star 97	
Detroit News 16	Agency: Batten, Barton, Durstine & Osborn Inc.	
Agency: W. B. Doner & Co.		
Detroit Times 69		
Agency: Simons-Michelson Co.		
F. W. Dodge Corporation 43		
Agency: Albert Frank Guenther Law		

TOPFLIGHT APPLIANCE MERCHANDISING MANAGER

Major national manufacturer is creating important new position. Job entails creation, administration and field application of program which will teach his 250 salesmen how to become merchandising consultants to a network of 10,000 key retailers. Merchandising experience on considered purchase, consumer items required. Age 35-40. North-central location. Much travel. Salary open. Write Box 2982 this paper giving complete details.

Thomas Publ. Co. 3	WBBF (Moline-Rock Island) 123
Agency: W. N. Hudson	Agency: C. T. Hanson
Today's Health 119	WHO (Des Moines) 14
Agency: Wells Hetherington and Associates	Agency: Do Anderson Advertising Agency
Toledo Blade 72B	WMCT (Memphis) 122
Agency: Charles F. Dowd, Inc.	Agency: Simon & Gwynn Advertising
Town Auto Rental 108	WSJS (Winston Salem) 48
Agency: W. S. Roberts Inc.	Agency: Bennett Advertising Co.
Troy Record Newspapers 39	WSM (Nashville) 131
	Agency: Noble, Dury & Assoc.
United Van Lines 41	WTAR (Norfolk) 121
Agency: Stanley L. Cahn Company	Agency: Evans & Associates, Advertising
	Waltham News Tribune 90
WHBF (Moline-Rock Island) 123	Weekend 105
Agency: C. T. Hanson	Agency: Stevenson & Scott, Ltd.
WHO (Des Moines) 14	Waterville (Me.) Sentinel 76
Agency: Do Anderson Advertising Agency	Woman's Home Companion 51
WMCT (Memphis) 122	Agency: McCann-Erickson, Inc.
Agency: Simon & Gwynn Advertising	Worcester Telegram Gazette 100
WSJS (Winston Salem) 48	Agency: C. Jerry Spaulding Inc.
Agency: Bennett Advertising Co.	
WSM (Nashville) 131	
Agency: Noble, Dury & Assoc.	
WTAR (Norfolk) 121	
Agency: Evans & Associates, Advertising	
Waltham News Tribune 90	
Weekend 105	
Agency: Stevenson & Scott, Ltd.	
Waterville (Me.) Sentinel 76	
Woman's Home Companion 51	
Agency: McCann-Erickson, Inc.	
Worcester Telegram Gazette 100	
Agency: C. Jerry Spaulding Inc.	
Young & Rubicam 66	
Zippo Mfg. Co. 120	
Agency: Geyer Advertising Inc.	

The Scratch Pad

BY T. HARRY THOMPSON

The ragweed season opens officially today. Sneeze in greetings, you-all!

No, Tessie; it wasn't Hitler's mystic growth which caused his death. That's just a fancy-pants name for a moustache.

Most likely, only ASCAP ever gripes about the fact that we have but one moon, while Mars has two and Jupiter has four.

We tellurians have been exposed to a rash of science-fiction of late. That's what we get for saying everything is "out of this world."

It actually happens, says Ed Jones. He remembers a green serviceman who hooked up a Kelvinator unit and went to lunch. When he came back, the water in the ice-trays was boiling, and the head of the compressor was encased in ice. He had reversed the hook-up of copper tubing.

Russell Holm, director of market-research, reminds me that his firm changed its name from "Minnesota Valley Canning Co." to "Green Giant Co." in May of 1950. It's a trend, all right.

Commenting on an item here, Henry Obermeyer remembers Bea Lillie's line: "It's more fun with your shoes off."

A contributor to the Remember When? department of the *Saturday Post* is R. O. Tate. If there's anything in a name, he gets around.

Quoting Emerson, I think, our correspondent in Pratt Falls, N.Y., writes: "He has not learned the lesson of life who does not every day surmount a fear."

Queen Elizabeth has doubtless forgotten it, but, when she was quite young, someone asked her what she would like to be when she grew up. Without a moment's hesitation, she said: "A horse."

Tessie O'Paque, sometime student of "relativity," says it may be no accident that "guest-room" rhymes with "pest-room." Any reference to persons living or dead, she says, is purely coincidental.

The only folks always sitting on top of the world are Eskimos, according to Olmsted & Foley.

MIDDLE AGE: When a night out is followed by a day in.—*The Country Drummer*.

A disc-jockey on WPEN, who calls it "The Lugubrious Station," says a man died and willed his floating kidney to the aquarium.

Art Linkletter says it *isn't* a man's world, as advertised. When he's born, his mother gets the compliments. When he marries, his bride gets the presents. When he dies, his widow gets the insurance.

Appeasers should remember the old maxim: "It's better to die on your feet than to live on your knees."

SHURON OPTICAL COMPANY, INC.
Geneva, N.Y.

Dear Harry:

Maybe you can make something of this.

I have a friend whose surname, for the purpose of this communication, is not important, but whose first name is Beverly. This leads to his being addressed by many direct-mail advertisers as "Miss."

The climax in this sort of thing seems to have been reached in a letter he has just received from the Parker Pen Co.:

"Those Were The Days—

"There was something satisfying about a world in which the barber reserved a shaving-mug for your very own. Somehow, your name in full view on the shelf marked you as a respected citizen and preferred customer. You knew you 'belonged'."

My friend says that he doesn't mind being mistaken for the female of the species once in awhile, but being confused with the bearded lady is carrying things a bit too far.

Cordially,

Don (Southgate)

Herb Rinn hopes we can help him to decide whether those pesky insects that hum around his head while he's working in the garden these humid evenings are "bumbugs." Sure, sure!

UNCLE SAM: Big butter-and-egg man.

In big, boldface type, Chesterfield admits to being "YEARS AHEAD OF THEM ALL!" Except in sales?

Jacksonville's L. J. Penney quotes John Temple Graves who, after viewing the summer parade in Ormond Beach in 1951, observed:

"It is something new, this going to Florida in July and August. It has needed a long time developing, but it has happened now.

"People from North, East, and South; rich, poor, and middle-size; poets and profiteers; lazy ones, go-getters, fishermen; sun-worshippers, surf-riders, card-players; amusement-park people and patrons; grandmothers and babes-in-arms; young lovers, old lovers, middle-aged lovers; athletes, cripples, and plain run-of-the-mine Americans.

"It is a new Florida or, rather, another Florida. Tap the national tourist-trade in winter and you get only 20 percent of the total. The 80 percent moves in in summer."

From London, Harry Klein clips and mails this timely advice: "Don't worry about the past. You can't saw sawdust!"

SALES MANAGEMENT

SERVES MORE LEADING MARKETS THAN ANY OTHER AIR CARRIER



This "Program" Keeps the TV Industry on schedule!

How American Airfreight has improved production for leading electronic manufacturers

To keep assembly lines flowing smoothly, the nation's television industry today specifies airfreight delivery on incoming shipments from distant suppliers. Thus component

parts are on hand in the factory when needed and production schedules are promptly met.

What's more, such an airfreight "program" permits more rapid introduction of set improvements—and at the same time eliminates heavy obsolescence costs on component parts that would otherwise be in stock for the discontinued models.

Speak to any of the leading elec-

tronic manufacturers—and they'll tell you that the production flexibility resulting from airfreight more than compensates for slightly higher shipping charges. For further information on what American Airfreight can do to improve your business, wire us *collect*—and we'll have a representative in your office promptly. American Airlines, Cargo Sales Division, 100 Park Ave., New York 17, N. Y.



AMERICAN AIRLINES INC.

America's Leading Airline

The largest advertising expenditure ever placed in any newspaper!

\$57,000,000⁰⁰

AGAIN advertisers set a new all-time record in Tribune advertising volume as they took advantage of the tremendous buying power in the Chicago market and the ability of the Chicago Tribune to produce best results.

During the 12-month period ended June 30, 1953, they placed in the Tribune more than \$57,000,000.00 in advertising. This was the greatest volume ever placed in the Tribune in any 12-month period. It was far more than has ever been placed in any similar period in any newspaper in the world.

What advertisers can afford to spend in

an advertising medium depends on what they get out of it. Some advertisers individually spend in the Chicago Tribune more than \$1,000,000.00 a year. Some invest more than \$100,000.00. Some spend \$10,000.00. But no advertiser, or group of advertisers, has ever exhausted the huge buying power represented by Tribune readers.

To take full advantage of Chicago's high level of spending, see that your Chicago advertising program includes the Tribune and that your schedule is equal to your opportunities in this multibillion dollar market.

CHICAGO TRIBUNE

ADVERTISING SALES REPRESENTATIVES

Chicago
A. W. Dreier
1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick & Chamberlin
155 Montgomery St.

Los Angeles
Fitzpatrick & Chamberlin
1127 Wilshire Blvd.